

Hub magazine

U.S. ARMY RESERVE
PERSONNEL COMMAND
OCTOBER 2000

The Gateway
A special pullout section of the Hub

2X

CITIZEN

"...TWICE THE CITIZEN."



Hub

Vol. 30, No. 12

COMMANDER

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On the cover:

The logo for the new Army Reserve Personnel Command web site. (Photo provided by Litton PRC)

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Glancing back:

**Col. Timothy W. Cannon,
Commander, AR-PERSCOM**

As I started to prepare this month's column the fact suddenly hit me that this issue marks the one year anniversary of our Hub/Gateway publication. It's hard to believe it was a year ago that I was welcoming AGRs to the Hub and the AR-PERSCOM work force to the Gateway. Also in that column, I stated that the command was undertaking initiatives that would enhance our customer service to all soldiers. As such, I feel it fitting that I should assess the status of those initiatives.

The mission of AR-PERSCOM is to provide the highest quality of human resource life-cycle management and services resulting in a trained and ready force in support of the national military strategy. I have said that our purpose and the reason for our existence is to provide the right soldier, to the right place, at the right time. However, this makes us a virtual command whose primary customers and assets are invisible to the organization.

An oft-repeated maxim in the business world is, "If you can't measure it, you can't manage it." I decided that we had to apply this maxim to our command. My only problem was that in order to prove that we are effective, we must be able to measure the success of our business activities. To that end, we introduced the strategic management system known as the Balanced Score Card.

I am proud to say that since embarking on the AR-PERSCOM Strategic Plan Initiative, we are on track to become a command that looks not only to the needs of our current customers, but our future customers as well.

We have developed a strategic plan with 11 goals that address our missions, our internal processes and our learning and growth. We also crafted a new vision, "Provide Precision Military Human Resource Management @ (at) the Speed of Electrons." With the plan in place, we have developed an "organizational balanced scorecard" for the command. The scorecard supplements traditional financial measurements with the customer, internal business processes and learning and growth measurements.

I didn't have the scorecard developed to sit on the shelf and gather dust. We adopted the use of cascading scorecards. AR-PERSCOM personnel created a scorecard for every directorate and office in the command to show the processes they will utilize to meet the goals of the organizational balanced scorecard. What this means is that the cascading scorecard allows an individual to see how his job is directly tied into the mission of the command.

We have made great strides in customer service by taking advantage of the resources of the information technology age. Since I wrote that first column a year ago, the command has embarked on a campaign of "Taking e-care of soldiers."

Our customer base is large and diverse. We literally have millions of customers. Soldiers, veterans and family members all look to us for service. To serve this large and diverse group, I have made maximum use of advanced information technologies

Commander marks a year of progress



along with efficient business processes. In order to move this from idea to reality, we developed a customer relationship management strategy, or CRM.

The CRM is more than customer service. It is understanding the full range of relationships, processes, customer needs and cultural considerations, and how the use of right information technology, or IT, will allow us to do more with less. Our CRM allows us to manage workflow,

provide unparalleled access to information, and automatically capture information without human intervention.

To this end, the command is about to upgrade our telephony. In the near future, phone calls to this command will be routed to the correct service provider without the aid of a human. The advanced telephony system will also answer frequently asked questions and allow us to gather accurate customer information, measure many important factors to customer satisfaction such as misdirected calls and number of transfers, and run reports on organization workload and productivity.

Finally, as you read this column, our new web site is up and running. We have gone to great lengths to make the AR-PERSCOM web site user-friendly and to have the information the customers want. We have improved navigation and a search function. I invite everyone to go to the AR-PERSCOM web site at: www.2XCitizen.usar.army.mil. I also encourage your comments, positive and negative, on the value and effectiveness of the site.

The web site will only get better as in the future we are looking to add personal web portals such as "My Yahoo" or the "Army Knowledge Online." The portals will allow each customer to tailor or customize the screen view to suit his or her own interests.

In the first Hub/Gateway issue in 1999, I stated "AR-PERSCOM is dedicated to providing the highest quality of personnel life-cycle management practices to benefit our soldiers and the entire Army Reserve community." To meet that, we have undertaken initiatives to make our command function better and smarter, as well as initiatives to better serve our customers.

While I am satisfied with the progress we have made over the past 12 months, rest assured that we are not done. We will continue to improve services and continue to use appropriate advanced information technologies that provide human resource management at the speed of electrons. I close with my pledge that AR-PERSCOM will be the best provider for our most valued asset; you, the soldiers of the U.S. Army Reserve.

SERGEANT'S BUSINESS

Behind-the-scenes tour of the promotion process

**Sgt. Maj. Ronnie Cunningham,
Enlisted Personnel
Management Directorate**

It's that time again - the message was just released and it is promotion board time. Every year, thousands of soldiers compete for that extra rocker. The promotion board process actually begins months before the board convene date, however.

The wheels are set in motion at Enlisted Promotions Branch, Army Reserve Personnel Command. Approximately eight months prior to the board convene date, AR-PERSCOM sends a message to each major command announcing the zone of consideration.

The commands then coordinate with the Full Time Support Management Directorate (FTSMD) and Board Support, AR-PERSCOM. FTSMD forwards copies of DA Form 2A and 2-1 to each eligible soldier.

A file copy is also sent to AR-PERSCOM so a promotion consideration file (PCF) can be screened. A PCF consists of a PERMS (Personnel Electronic Records Management System) fiche, a DA 2A and 2-1, photo and hard

copy documents not found on PERMS.

Board Support provides a PERMS fiche on eligible soldiers.

Eligible soldiers should receive their letters about six months prior to the convene date.

The letters should contain a copy of the soldiers' DA 2A and 2-1, the announcement of the zone of consideration, and correction instruction on documents provided. Each soldier is responsible for ensuring his or her documents are true and correct; remember this is your PCF.

Four months prior to convene date of the board, AR-PERSCOM conducts the first screen of eligible PCFs. If there are any missing documents, AR-PERSCOM will forward a missing-documents letter to the soldier along with a copy of his PERMS fiche.

The missing documents will update your PCF but not your OMPF (Official Military Personnel File). To update your OMPF send documents to: Commander, AR-PERSCOM, ATTN: ARPC-CIS-PP, 1 Reserve Way, St Louis, MO 63132.

Two months prior to the convene date, AR-PERSCOM will start the second screening, filing missing documents received from the soldier or FTSMD.

Thirty days prior to the board



convene date, AR-PERSCOM will turn over PCFs to the DA Secretariat. At this time, the appointed board recorder and board clerk will conduct a final screen to determine eligibility. On the convene date, all eligible files are given to the DA selection board. Nothing, except missing documents that would give the

soldier a relook, will be filed in the PCF after this time.

Selections are based on existing and projected vacancies. Boards will select the best qualified soldier in each military occupational specialty where a vacancy or projected vacancy exists.

Please do not call AR-PERSCOM or FTSMD to ask why you were or were not promoted; they do not know.

When selections are made and the board recesses, the DA Secretariat forwards the board results to Washington, DC for approval.

When they are approved, they will be returned to AR-PERSCOM for sequencing and establishment of the release date.

It is imperative that each soldier takes an interest in ensuring his or her PCF is correct. This is your career, and no one cares more about your career than you.

DoD to establish new food card program

The Department of Defense announced last month that it intends to establish a supplemental subsistence program for its service members that, if approved, should offer a more equitable deal sometime next year for troops living on or off post.

Currently, an off-post service member's Basic Allowance for Housing is included as income in the formula to determine his or her eligibility under the United States Department of Agriculture's food stamp program.

For service members who live on post, however, the value of their housing is not used to determine eligibility, creating an unfair advantage based solely on where the military member

resides.

However, with DoD's plan, BAH will not be a factor in determining the eligibility of soldiers residing off post.

After the Senate and House submitted their plans to reduce military use of food stamps, DoD appealed the plans and issued its own - one the military's top officials believe will create the greatest equity between service personnel.

According to Lt. Col. Crutchfield, the Army's chief of the Compensations and Entitlement's Branch, the Senate plan proposed a supplemental basic allowance of \$180 per month that would be distributed to food-stamp-eligible patrons.

Army News Service

National Quality Month

What it means to have a quality Army, quality soldiers

Cpt. John Manning,
AR-PERSCOM HHC Commander

October is a busy month filled with many professional and personal events such as Organization Day, the Army Physical Fitness Test, Columbus Day, the Arch Run, the end of daylight-saving time and Halloween. Did you know that October is also National Quality Month?

A joint resolution by Congress and a proclamation by President Reagan in 1984 started the recognition of October as NQM. Presidents Bush and Clinton have reaffirmed this every year since 1984.

The goal of NQM is to simply raise awareness and encourage a focus on the strategic importance of quality and continuous improvement in all aspects of life. So what does "quality" have to do with Army and being a soldier?

The Honorable Louis Caldera, Secretary of the Army, and General Erik Shinseki, Chief of Staff of the Army, have developed the Army's mission statement based on people and a strategic, full spectrum dominance. "We will continue to attract, train, motivate, and retain the most competent and dedicated people in the nation to fuel our ability to be persuasive in peace and invincible in war...We will be trained and ready to do anything the American people ask us to do, and we will do it better, faster and more affordable."

Quality is the enabling factor that will allow leaders to leverage the skills and innovation of America's soldiers to achieve our strategic, full spectrum dominance.

Sgt. Maj. of the Army (retired) Hall stated it best. "Quality soldiers do the right thing, the right way, for the right reason." How do we know we are doing the right thing, the right way, for the right reason?

Individual soldiers can make a difference and ensure they are performing in a quality manner by living the Army values (loyalty, duty, respect, selfless service, honor, integrity and personal courage).

Values help individuals build strong cohesive bonds so they can function as a team. Values guide our behavior and decision-making in such a way that we as individuals can make choices that would be similar to the decisions made by our team members.

In addition to our Army values, we can ensure we are "quality soldiers" by keeping a focus on core "quality" values to include a focus on the customer, fast response, be results-oriented and striving to continuously improve and learn.

In a number of past Hub articles, I have mentioned that we are all leaders and that the "DO" aspect of leadership involves "influencing, operating and improving." The Army value that fits best with "DO" is "Duty - fulfilling your obligations...acting on a sense of what is morally and professional right."

"The essence of duty is acting in the absence of orders or direction from others,

*Values help individuals
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*Values guide our
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decisions made by our
team members.*



based on an inner sense of what is morally and professionally right." – Gen. John A. Wickham Jr., former CSA.

In conjunction with "duty" we need "integrity." Integrity is doing what's right, legally and morally. Leaders say what they mean and do what they say.

People of integrity do the right thing not because it's convenient, but because they have

no choice. Conducting yourself with integrity includes separating right from wrong and acting according to what you know to be right, even at personal cost.

A key aspect of doing what is right "even at personal cost" is the value of "personal courage."

Personal courage is facing fear, danger or adversity. It is the willingness to stand firm on your values and principles when threatened. It enables you to stand up for what you believe is right, regardless of the consequences.

So as we work and live our way through October, serving our nation as America's soldiers by ensuring the right soldier is in the right place at the right time, I encourage you to keep a focus on a key word in our mission statement: "... to provide the highest QUALITY personnel life cycle management and services resulting in a trained and ready force in support of the national military strategy."

Interesting web sites on this topic:
<https://www.us.army.mil/csa/vision.html>
<http://www.fm22-100.army.mil/>
<http://www.asq.org/abtquality/nqm/>

CHAPLAIN'S CORNER

Whose side is God on and does it matter?

**Col. (Chaplain) Stephen W. Leonard,
AR-PERSCOM chaplain**

I just finished reading "The Last Full Measure" by Jeff Shaara. Shaara is the son of Michael Shaara, author of the Pulitzer Prize-winning classic "Killer Angels," about the Civil War battle at Gettysburg. Jeff first wrote a sequel to his father's book, titled "Gods and Generals." With "The Last Full Measure," Jeff concludes his and his father's retelling of the Civil War in the form of historical novels.

They are so well documented they could pass for history, but the Shaaras flesh out the emotions and thoughts of Civil War figures such as Generals Robert E. Lee, Ulysses Grant, Joshua Chamberlain, and others in a brilliant, riveting fashion. The result is three excellent historical novels that keep the reader thoroughly engrossed to the last page.

Besides being a terribly tragic war that tore the nation apart, pitting brother against brother, dividing families and close friends, the war is an enigma. For me the enigma is greatest in the fact that men of faith, committed to being obedient to God and praying earnestly that they would follow His will, were enemies on the battlefield. President Lincoln and the North sought to preserve the Union and bring an end to slavery. The Confederacy sought to protect their way of life and states' rights, and were apparently unwilling to bring as abrupt an end to slavery as the North desired.

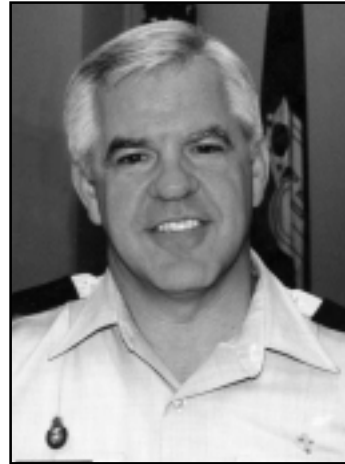
Nevertheless, despite what seems to me to be the Bible's view on the evil of slavery, when one reads the history, the letters, the accounts of the men and women at war with one another, there is clear evidence of devout faith on both sides. People were praying to the same God for answers to prayer that were diametrically opposed as to the outcome.

Whose side was God on? In some of the battles the South won, inflicting great human losses on the men in Blue. In others both sides experienced horrific loss of life and great carnage. In the end the Confederacy was defeated by the overwhelming strength and persistence of Lincoln, Grant and the Union Army. Did God have anything to do with the outcome?

Since I believe in a Sovereign God who providentially rules and accomplishes His will, I would say definitely yes. Did God answer prayer on both sides? I would also say yes. But he did not answer all the prayers in the manner that the person praying wanted them answered.

Is it not a blessing that God does not answer all our prayers with the answers we at one time desired? The Scriptures tell us that God's ways are high above ours, that we have neither the eternal perspective nor the omniscience to fully understand or even presume to know or understand the fullness of God's ways, will, or purposes. He has revealed to us certain absolute and true things about His will for us. His moral character and virtues are set forth in Scripture, and are written on the heart of man as seen in man's conscience and in his

innate knowledge of right and wrong. Unfortunately, man's conscience and innate knowledge is marred by his sin. But a witness of God and His ways remains and leaves man without excuse.



Even today men and women of faith pray prayers whose desired outcome is opposed to one another. Who will God answer? Whose side is He on? We are now engaged in a great debate as a nation. Who should be our next president? Who is right? George Bush, Al Gore, the Republicans, the Democrats, the Independents?

Whose side is God on?

There is no doubt that there are women and men of faith on both sides praying for opposing outcomes. Both major candidates have said religion and faith are important. There are men and women of faith working together in our command who will vote differently in this election, as in past elections.

The question as to whose side God is on is not the most important question for us, especially since no one knows His will in this election.

The important questions for us to ask are: Should I be praying for the election? Should I be praying about my vote? Should I be praying for both candidates, as well as all other candidates for other offices? Should I vote? Should I pay attention to the issues before the citizens of this country and pray for understanding to know God's precepts as they relate to the election? Should I be praying that I be responsible to God for myself and my own God-given responsibilities as a citizen, as well as a parent, a spouse, a worker, a friend?

The important question is not whose side God is on, but am I on His side, doing what I know He wants me to do. God has not revealed His will on this election, as He had not revealed His will on the outcome of the Civil War while it was being fought. But He has revealed that we should pray, that we should vote (or be responsible citizens. Read Romans 13), that we should seek a godly understanding of the issues affected by our vote, that we should pray for those in authority over us.

The man or woman of faith cannot disengage from life or from the world in which God has placed him or her. We are to be a light that is not hidden under a basket, but is displayed on a hill for all to see and take notice. If your light is genuine, rising from obedience to His known will in His Word, your prayer should be that you will make a difference in the lives of those who see your light.

AR-PERSCOM employees reach needs outside command

Staff Sgt. Lisa Nave,
Full Time Support Management Directorate

Army Reserve Personnel Command civilians and soldiers have donated more than one ton of nonperishable food items and toiletries to local food pantries. The command has participated in twelve food drives that have generated approximately 2,402 pounds of donations to the needy families in the St. Louis community, with an average of more than 200 pounds per drive coming in.

In March 1999, the Full Time Support Management Directorate started participating in a community service program called TGIF (The Gift Is Food). The FTSMDD hoped to set the example of leadership initiative. The entire command followed suit just seven months later when Col. Timothy Cannon, AR-PERSCOM commander, announced that the command would adopt this program along with its other community-service efforts. From day one, FTSMDD was the largest organization to participate in the program on a regular monthly basis.

Phil Johnston of St. Louis founded TGIF in 1996. Members of the non-profit organization participate weekly, along with area banks, doctors' offices and other businesses in the Mississippi River Valley, consisting of five states. Now, AR-PERSCOM leads the TGIF effort not only in St. Louis, but in the five-state region.

People are often asked to donate a dollar here, two dollars here, and five dollars there ... dollared to death for this cause and that. The TGIF program is an excellent way for those who feel no extra time or money can be devoted other than to family. It doesn't take much time or money for employees to grab a canned good or two once a month on their way to work. It's individual efforts that collectively make a big difference.

Christine Upchurch, a FTSMDD employee, recently said her daughter, a manager of a local retail store, was going to throw out toiletry items that weren't sold. "I thought immediately about TGIF and told my daughter about it," Upchurch said.

TGIF is a total employee-involvement program. Every employee has the opportunity to submit a food pantry into the monthly drawing. Some of the food pantries that have received AR-PERSCOM donations are the First Baptist Church of St. John, Circle of Concern, Feed My People, Loaves and

Fishes, Overland Presbyterian Church, Metro Ministries, Heart to Heart Community Service, Trinity Food Ministry, Helping Hands Food Pantry and the American Indian Center.

When food pantry volunteers arrive for the donations, soldiers help load their vehicles with all the items AR-PERSCOM collected for that month. This not only gives AR-PERSCOM soldiers and civilians an opportunity every month to reach out to the community, but gives the community the opportunity to realize the Army Reserve is here and that we care as much about our neighbors' basic needs as we do our national security.

AR-PERSCOM employees involved in the program include: Susan Murphy of the Health Services Personnel Management Directorate; Lindsey Nix and Carol Welch of the Officer Personnel Management; Paul Emmitt of the Resource Management Directorate; Mike Haley of the Enlisted Personnel Management Directorate; Sgt. Maj. John Stewart of the Deputy Chief of Staff, Plans; Staff Sgt. Eddie Figueroa of the Staff Action Control Office; Sgt. Maj. Dennis Petty of the Personnel Actions and Services Directorate; and David Katz of the Chief Information Office; and Staff Sgt. Lisa Nave of the Full Time Support Management Directorate. Maj Yvonne Cormier, formerly of the Resource Management Directorate, was also active in the program while she was at AR-PERSCOM.



Used with permission of T.G.I.F.



AR-PERSCOM TGIF volunteers include: front row, from left; Lindsey Nix of Officer Personnel Management Directorate; Carol Welch of OPMD; Susan Murphy of Health Services Personnel Management Directorate; Staff Sgt. Lisa Nave of Full Time Support Management Directorate. Back row, from left: Sgt. Maj. Dennis Petty of Personnel Actions and Services Directorate; Paul Emmitt of Resource Management Directorate; Staff Sgt. Eddie Figueroa of Staff Action Control Office; David Katz of Chief Information Office; and Sgt. Maj. John Stewart of Plans Directorate. Not pictured: Mike Haley of Enlisted Personnel Management Directorate.

Telephony system to make command more customer-friendly, reduce backlogs

Sgt. Melanie Patterson
AR-PERSCOM PAO

A new telephone system being implemented at the U.S. Army Reserve Personnel Command is expected to cut down customers' waiting time when calling the command and reduce the almost constant backlog of phone messages.

It has an intimidating name, but the concept is pretty simple. The Computer Telephony Integration / Interactive Voice Response system is being installed now and should be up and running within a few months. It will route incoming phone calls to the proper office, and it will prioritize phone calls.

The current telephone system works on a first come, first served basis. "Telephony will enable us to use intelligence computers can give us to route calls," said

Gina Raymond, chief of AR-PERSCOM's Customer Contact Office. Callers with more urgent needs will no longer be waiting on hold behind customers with less timely issues.

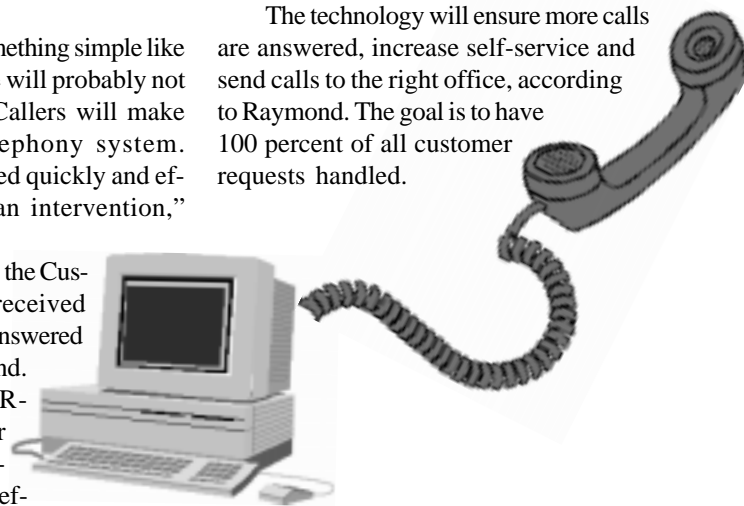
If a soldier needs something simple like a copy of a document, he will probably not even talk to a person. Callers will make choices using the telephony system. "Customers will be served quickly and efficiently with no human intervention," Raymond said.

In the last fiscal year, the Customer Contact Office received 255,000 calls. "We only answered about half," said Raymond.

Right now, AR-PERSCOM's call center has a high call volume, inadequate staffing and inef-

ficient handling of calls. "We have fewer human resources than ever to serve our customers," Raymond said. "We will never be adequately staffed again."

The technology will ensure more calls are answered, increase self-service and send calls to the right office, according to Raymond. The goal is to have 100 percent of all customer requests handled.



USAR to implement new tracking system

New web site set up to track deployed, nondeployed soldiers

Maj. Donald MacMillan
PLM

The National Defense Authorization Act for fiscal year 2000 mandates that the Army Reserve will track the number of days soldiers are deployed. This is called Personnel Tempo, or PERSTEMPO.

The USAR must primarily track individuals on orders for operations, exercises, unit training and routine mission support temporary duty under the definition of "deployment." Non-deployment events such as schools must also be tracked, however.

Effective Oct. 1, all in-house AR-PERSCOM orders and resource system users who process orders will indicate whether or not the soldier is on a PERSTEMPO event.

This information will flow to a new web site that will track the days. For individuals cutting orders through any means other than AORS, the operator must log in directly to the new web site and input deployment information.

Remote AORS users in the field will be contacted under separate memorandum regarding instructions.

A PERSTEMPO project office has been established at AR-PERSCOM to assist in the implementation of the new

tracking system.

A USAR train-the-trainer workshop was recently held at AR-PERSCOM to define PERSTEMPO processing and training requirements.

Both AR-PERSCOM and U.S. Army Reserve Command representatives were there, and several PERSTEMPO points of contact have already been established.

USARC will use RLAS and AR-PERSCOM will use AORS to send initial orders information to the web.

All users will also need to know the new web application because amendments and revocations will require input to the web if the transaction changes the deployment count, location, or type of event.

Users must also sign onto the web to view the deployment count before processing an order (this is to identify any high deployment soldiers).

AR-PERSCOM implemented the new process on the first of this month. In the event the web application is not up, operators will use a manual tracking system for transactions that require web input.

This may be accomplished simply by retaining a hard copy of the order in a suspense file until input is available.



Information for the USAR Full-Time Support Community

A special pullout section of the Hub



Why me? Sometimes it's not such a mystery when officers are skipped over

Maj. Rhonda Smillie,
USAR Personnel Proponency Integration Officer
Doyle Wilson,
Chief, Promotion and Notifications Branch, PERSCOM

There are many reasons an officer is not selected for promotion to the next rank. Unfortunately, it is not always based on the officer's past performance or future potential. Occasionally an officer is not selected because the promotion consideration file was missing documents, contained a material error, or because of an administrative error. If this happens, the officer may be eligible for a Special Selection Board.

If an officer you know was not selected for promotion at his or her last mandatory board, the Special Selection Board option should be brought to his or her attention. The first step is for the officer to contact: PERSCOM, Customer Service Office at (314) 592-1210 or DSN 892-1210.

The PERSCOM Customer Service Office can tell the officer if there were missing documents, a material error or an administrative error. DA Special Selection Boards are governed by title 10, United States Code, Section 14502.

There are several examples of critical missing documentation, material errors and administrative errors: incorrect military or civilian education level (including board certification level for Army Medical Department officers); officer evaluation reports that are missing or have been modified for other-than-minor administrative corrections; an award of the Silver Star or higher missing from the file; a document that was supposed to have been removed from the file by the convening date of the board.

Officers are also eligible for a DA Special Selection Board if their regularly scheduled board, due to administrative error, did not consider them.

If one or more of these conditions exists, it could contribute to nonselection for promotion. An officer can request reconsideration by sending a memorandum or letter to Commander, PERSCOM, ATTN: TAPC-MSL-NS, 9700 Page Ave., St. Louis, MO 63132. Enclose copies of all pertinent documents to support your claim.

Please note, however, that the Office of Promotion will disapprove a request for a DA Special Selection Board if it is deter-

mined that the officer, in exercising reasonable diligence, could have discovered and corrected a material error or omission. A request may also be disapproved if it is determined that a missing document would not have made a difference.

Officers are not required to request a copy of the board file to request consideration by a DA Special Selection Board. However, they may request a copy of the file through the Customer Contact Office of AR-PERSCOM (AR-PERSCOM CUSTOMER Contact Office, Special Inquires Team, ATTN: ARPC-ZCC-A, 1 Reserve Way, St. Louis, MO 63132-5200). Cite the Freedom of Information Act when requesting the file.

Remember, officers must become more involved in managing their careers. Keep in contact with career managers. Officers are considered for promotion the year prior to meeting the time in grade requirement. Know when you will be considered for promotion.

How do I make sure my info gets to PERMS?

Documents sent to PERSCOM Office of Promotions won't be placed on your PERMS (permanent electronic records management system) file. It is not the custodian of your official military personnel file.

Prior to becoming eligible for promotion, review your PERMS official military personnel file to ensure it contains all OERs, military and civilian education, and decorations and awards.

Contact AR-PERSCOM, Customer Service Team, ATTN: ARPC-ZCC-C, 9700 Page Ave., St. Louis, MO 63132 or AR-PERSCOM, PERMS Maintenance Branch, ATTN: ARPC-CIS-PP, 9700 Page Ave., St. Louis, MO 63132, for a copy of your PERMS file.

Provide the missing documents and follow up to ensure the documents are placed in PERMS. A complete file will enhance your opportunity of being selected for promotion.

Audits, service obligations, conditional promotions

Sgt. Maj. Terry W. Marmaduke,
Full Time Support Management
Directorate

The purpose of this column is to provide you with information on enlisted initiatives, changes in procedures or regulations that impact the Active Guard Reserve (AGR) enlisted force, or to provide emphasis on areas of enlisted personnel management where we are experiencing problems. I'll explain the new procedures and resurrected procedures for birth month audits, then cover a couple of areas that we think need emphasis; service remaining obligations and conditional promotions.

Birth month audits

Your personnel management noncommissioned officer (PMNCO) will call you during your birth month. This will be our way to reach out to you personally, at least once a year. If you work a schedule that keeps you away from a phone during normal duty hours or are TDY often, please feel free to call your PMNCO. Your PMNCO will ask you to provide the following information; current home and duty telephone numbers, home address, and your Continental United States (CONUS) and outside CONUS (OCONUS) areas of preference. We will also be advising you of any other deficiencies in your record.

This information is critical to ensure you receive timely information, such as orders, newsletters and promotion packets. Your preferences are critical to the management process. I know what you're thinking, and I'm already anticipating several hundred emails telling me that the Full Time Support Management Directorate never cared where you wanted to go in the past. But, as the attachment process evolves, we're hoping to match skills and grade, your current time on station (TOS), security clearance, and yes, areas of preferences, to the reattachment equation. Obviously, we will not be able to give you

your number one preference every time you move, but we should be able to get you one of your three preferences. If that's not possible, we should be able to get you close to one of your areas.

Service remaining obligations

Soldiers incur these obligations as the result of promotion, permanent change of station (PCS) moves, or resident service school attendance. The Army expends a substantial amount of effort and resources to promote, PCS, or train soldiers. The service remaining obligations provide a return on those investments by ensuring soldiers serve a minimum amount of time on active duty following the expenditure of those funds.

Soldiers selected for promotion to staff sergeant incur a 12-month obligation to remain on active duty in the AGR Program. Soldiers selected for promotion to sergeant first class, master sergeant or sergeant major incur a 24-month obligation to remain on active duty in the AGR Program.

Soldiers may not apply for a voluntary non-disability retirement that will be effective during this obligation period, and may not request reduction for the purpose of ending the obligation service. Soldiers who have insufficient time remaining on their contract/extension, must start action to extend their current agreements.

Promotion orders will be revoked within 30 days of the promotion effective date for soldiers who fail to or refuse to extend their active duty obligation. See Chapter 4, Army Regulation 140-158, Enlisted Personnel Classification, Promotion, and Reduction, for additional information.

Soldiers who PCS incur, at a minimum, a 12-month active duty obligation for state-

side moves, and a 12- to 36-month obligation for OCONUS moves.

Soldiers must acquire sufficient time in service to meet the active duty obligation prior to movement. This means a soldier selected for PCS, who has insufficient time remaining on their current contract/extension, must take action to extend the current agreement, prior to departure to the

new duty station. The length of obligated service incurred for OCONUS moves is determined by the location and the type of tour the soldier will serve. Army Regulation 614-30, Overseas Service, should be reviewed to determine the specific obligation for each overseas location.

The length of a resident service school determines the service remaining obligation.

For instance, for a course of instruction less than four weeks in duration, the remaining obligation is 6 months. For a course of 20 weeks in duration, the service remaining requirement is 17 months. Attendance at PLDC, BNCOC or ANCOC requires six months of service upon graduation. Attendance at resident and non-resident (corresponding studies) sergeants major course is two years. Again, the sufficient service remaining must be acquired prior to reporting to the service school.

Conditional promotions

I have written many articles on this topic, and there still seems to be misinterpretations concerning requirements for conditional promotions. The regulation is very clear. You must complete the required level of NCO Education System for the grade you are promoted to. Staff sergeants must complete BNCOC, sergeants first class/master sergeants must complete the ANCOC, and sergeants major must complete the sergeants major course.



Please see AUDITS on Page 17

A closer look at compassionate reattachments

Col. Barry B. Gallagher,
Director, Full Time Support Management Directorate

All Active Guard Reserve soldiers are attached to their duty assignments based on the needs of the Army, professional and career development considerations, and, when possible, the desires of the soldier. However, there are situations where extreme personal and family hardships must be taken into consideration. These situations may warrant consideration of a compassionate reattachment. The purpose of this article is to explain the process that is used by the Full Time Support Management Directorate to examine all requests for compassionate reattachment.

The criteria used for determining eligibility are very rigid. Compassionate reattachments are administered in accordance with Army Regulation 140-30, Active Duty in Support of the United States Army Reserve (USAR) and Active Guard Reserve (AGR) Management Program, dated Sept. 1 1994. The specific guidance for these cases is provided in paragraph 4-2k.

Many soldiers believe if their situation meets one of the criteria for a compassionate reattachment, they are eligible for such a move. This is incorrect. All the following criteria must be met.

1. The problem can only be alleviated by the soldier's presence in a particular geographic location and cannot be solved through the use of leave, correspondence, power of attorney, the help of family members, other parties, or the relocation of the soldier's family member to the soldier's duty location.
2. The problem is expected to be resolved within one year.
3. The problem neither existed nor was foreseen at the time of latest entry on active duty.
4. If the problem involves the health and welfare of a family member, the affected person must be a spouse, child, parent, minor brother or sister, person in loco parentis (AR 600-10), or the only living blood relative of the soldier. Other persons, including parents-in-law, may be considered provided they are authorized dependents (AR 600-8-14).
5. Problems of a marital nature or family separation will be considered only if the soldier was not authorized transportation of family members.
6. A second permanent change of station in the same fiscal year is not involved.

Compassionate reattachment requests must be prepared on a DA Form 4187 and submitted through command channels to: Commander, Army Reserve Personnel Command, Attention: ARPC-ARO for officers and ARPC-ARE for enlisted soldiers.

A completed DA Form 3739 (Application for Assignment/Deletion/Deferment for Extreme Family Problems) must also be submitted with an enlisted soldier's request.

The soldier's immediate commander or first sergeant is responsible for verifying the soldier's eligibility for compassionate reattachment and ensuring that all required documents are at-



tached to the request.

Commanders, at all levels of command, may return incomplete applications if required documents are not submitted. This doesn't always happen. Instead, incomplete applications are forwarded to FTSMD, causing two problems for the soldier. First, it gives false hope in many instances because the commander supports a case that does not meet the intent of the regulation. Second, in-

complete packets cause lengthy delays in processing, which increases soldier frustrations with an already difficult process.

Completed packets that reflect problems of a medical nature are submitted to the AR-PERSCOM surgeon for verification of the medical evaluation. If the surgeon agrees with the medical evaluation, FTSMD will refer the case to the AGR compassionate review board for consideration. If the surgeon does not agree with the medical evaluation, the case is returned to FTSMD and sent back to the soldier through the chain of command. Cases of a legal nature are reviewed by the AR-PERSCOM judge advocate office and processed for return or to be forwarded to the compassionate review board.

Unfortunately, only about 10 in 100 cases are favorably considered by the board. Soldiers who do not meet the criteria for a compassionate reattachment must consider the possibility of requesting a voluntary early release from active duty or a hardship discharge. The early release option has worked well for some soldiers recently. They were able to find a position in the military technician program that allowed them to relocate to their area of choice and better handle their family responsibilities.

Officers can request voluntary release from active duty under AR 600-8-24, Chapter 2, Section II. Enlisted soldiers should follow the procedures outlined in AR 635-200, paragraph 5-16a(1). In some cases a hardship separation is the only option. Officers can request this type of separation under guidance provided in AR 600-8-24, Chapter 2, Section IV and enlisted soldiers can refer to AR 635-200, Chapter 6.

The FTSMD staff has a very difficult job in dealing with the compassionate reattachment issue. While we are sympathetic with the difficult family circumstances that we become aware of, we must follow the policy established in AR 140-30.

This is one of the most difficult problems that we face when trying to balance the needs of the Army with the needs of the soldiers who serve this nation so faithfully. We will continue to support as many compassionate requests that we can, but only a small percentage will meet the established criteria.

Officer Personnel Management System XX

Maj. Rhonda Smillie,
AR-PERSCOM Proponency Office

Officer Personnel Management System Twenty-One (OPMS XXI) is the new system designed by the Army for the officer development that will form the officer corps needed to lead the Army into the 21st century. The Army, in order to better maintain national defense, needs to keep up the readiness of today's warfighters. It needs to simultaneously build tomorrow's warfighting force and adhere to sensible stewardship of resources and management of Army organizations.

OPMS XXI replaces the system known as OPMS, Officer Personnel Management System, which produced officer generalists. One of the goals of OPMS XXI is to produce officer specialists.

Part I - Definitions required for discussion of OPMS XXI and classification issues

The following definitions are from DA Pam 600-3, Oct. 1, 1998, with some added notes by the author to help facilitate understanding. They will help explain the differences in areas of concentration, branch, career field, functional area and additional skill identifier - all of which are important terms concerning officer classification. Further, note that a "requirement" refers to the coding of a position on an authorizing document such as a modified table of organization and equipment (MTOE) or table of distribution and allowance (TDA).

Area of concentration (AOC)

The AOC identifies a requirement and an officer possessing a requisite area of expertise (subdivision) within a branch or functional area. An officer may possess and serve in more than one area of concentration. For example within the Transportation Corps, an officer can have an AOC of 88C, Marine & Terminal Operations, and/or 88B, Traffic Management.

Branch (BR)

A branch is a grouping of officers that

comprises an arm or service of the Army in which, at a minimum, officers are commissioned, assigned, developed and promoted through their company grade years. Officers are accessed into a single basic branch and will hold that branch designation, which is later augmented for active component officers between the fifth and sixth years of service with a functional area. An accession branch admits officers upon their commission. A nonaccession branch (such as Special Forces and Civil Affairs) admits experienced officers from the accession branches. Active component officers serve their first eight to 12 years developing the leadership and tactical skills associated with their branch. Due to geographic constraints, Army Reserve officers may or may not become "branch qualified." If they become qualified in a branch other than the one in which they are designated, they may request branch transfer (see below). Most officers continue to wear their current branch insignia throughout their military service. For the active component, all career branches are in the Operations Career Field.

Career Field (CF)

A CF is a specific grouping of functionally related officer, warrant officer, enlisted and civilian positions into management categories having a common mission area. Career fields consist of officer branches and functional areas (see below), warrant officer and enlisted military occupational specialties and civilian occupational series. Officer requirements are placed in one of four career fields: Operations, Information Operations, Institutional Support and Operational Support. (The term career field is also a generic term commonly used by military and civilian personnel when referring to their branch, functional area, military occupational specialty or civilian occupational series.) While most branches and functional areas fall into one of the four CFs listed above, the CF designation is of much greater importance to the active component officer than to the Reserve officer. This is explained below.

Functional Area (FA)

A functional area is a grouping of of-

ficers by technical specialty or skill, which may require significant education, training and experience. An active component officer receives his or her functional area between the fifth and sixth years of service. Individual preference, academic background, manner of performance, training and experience, and needs of the Army are all considered during the designation process. For example, an officer may be branched Infantry, but, based on his preference and skill set, may be awarded FA 43, Human Resource Management. The BR describes one set of skills, the FA another. The designation of a FA during the fifth and sixth years of service applies to active component only. The process and timeline of such a designation for Reserve officers are different.

Skill, or Additional Skill Identifier (ASI)

This identifies a requirement and an officer possessing specialized skills to perform duties of a specific position that may require significant education, training and experience. A skill can be related to more than one branch or functional area. An officer may have more than one skill. There is overlap between ASIs and some FAs, but as a general rule, the qualifications for the ASI are not as extensive as the qualifications for the FA.

Part II – OPMS XXI Overview: Active component versus Reserve implementation

According to the slide notes from the OPMS XXI Chain Teaching Program, there are many reasons OPMS XXI was created, but it is important that Reserve officers understand a few specific ones. Aspects of OPMS XXI were designed to correct active component unique deficiencies; therefore, the Reserve has not implemented every aspect of OPMS XXI.

The active component unique reasons for OPMS XXI implementation are:

1) Active component units experience high rotational turbulence among their field grade officer leadership.

2) Most active component branches could not provide all of their majors at least one year of field grade "branch qualifying"

I, officer classification and requirements

time in key battalion and brigade positions because the number of officers in each year group exceeded the number of positions available.

3) About two-thirds of combat arms field grade officers served outside their branch in functional areas or branch immaterial positions. Most combat support and combat service support officers serve primarily in branch-related jobs, and spend relatively little time in branch immaterial and functional area positions. Some combat support and combat service support branches have experienced a chronic shortfall of field grade officers. There was no mechanism to cross-level officers in the field-grade ranks to rectify this situation.

4) Several FAs had to depend on promotion floors to assure that a sufficient number of officers were promoted to fill lieutenant colonel and colonel positions within these areas. The dual-track system produced relatively few officers with true dual-track expertise and experience.

5) With a shortened time-in-grade period for major, the branch-qualified major has difficulty meeting the number and variety of benchmarks a successful officer must pass through at the rank of major. Officer expectations and concerns about their careers were expressed in a variety of ways. These concerns included inflation in the OER system, an inordinate concern about future assignments, and anxiety about career security and the opportunity to continue pursuing a successful career as an army officer.

The amount of time a Reserve officer spends at each rank, the length of his or her assignments and the promotions system is different than it is for the active component. Reserve component implementation of all OPMS XXI initiatives was not in the best interest of the Army Reserve.

Part III – OPMS XXI Specifics: Active component versus Reserve implementation

New Officer Evaluation Report (OER): Every component of the Army has implemented this aspect of OPMS XXI. Career Field Designation: Almost every branch and functional area has been placed in one of the four CFs.

Active component officers will now compete for promotion within one of the CFs (with the exception of those special branches that do not fall under OPMS XXI). Because assignment of a functional area or continued work within the officer's branch affects active component promotion opportunities at the lieutenant colonel and colonel level, it is decided by a board action. Reserve component officers do not compete for promotion based on the CFs.

If the Reserve component were to establish promotion categories, the active component's CFs may not be the optimal choice (Reserve promotion issues include, but are not limited to, Reserve component requirements, requirements within sub-sets of the Reserve and geographic constraints.) Therefore, CF designation has not been implemented by the Reserve.

New Functional Areas (FAs): OPMS XXI brought with it seven new FAs and two revised ones. Two FAs were deleted. The implementation of the new FAs has two tasks. The first is to recode the structure documents to eliminate FAs that are no longer valid (41, Personnel Programs Manager, and 54, Operations, Plans, and Training) and incorporate the appropriate new or revised FAs based on MTOE/TDA documentation. The second task is to train officers in accordance with the criteria that will allow them to be awarded the new FA(s). All three components have begun to work on these two tasks.

At this time, not all the FAs can be awarded to Reserve officers. This is because the new Reserve qualification requirements and training have not been fully implemented. Note: AOC 97A, Contracting and Industrial Management Officer, was not deleted. All requirements and officers are to be transferred to the revised AOC 51C, Contracting and Industrial Management. 41 & 54 were eliminated with no direct transfer specified.

Military Education Level (MEL) 4 Training: OPMS XXI intends to provide a quality Command and General Staff College (CGSC)-level education (MEL 4) for all active component officers selected for promotion to major.

Various options have been recom-

mended for achieving this goal. These would provide a common core curriculum for all officers, followed by an additional phase tailored for officers in each career field. Options are still under review by TRADOC. The impact of changes to MEL4 is not yet known. Currently CGSC is Reserve officers' MEL4 requirement.

Part IV – Officer classification in the Reserve

Award of a branch: All officers are assigned to a branch upon being commissioned. Per DA Pam 600-3, paragraph 7-13(c), "All Reserve component officers are assigned to a branch upon appointment. Branching decisions are made based upon the needs of the Army, although officer preference is considered. Branching is usually determined prior to commissioning, although Reserve component officers can be rebranched at any time based upon the needs of the service until they attend an Officer Basic Course; at which point their branch is fixed. Once an officer has attended an OBC, he or she cannot be rebranched until he has either attended another OBC or completed other branch qualifying courses."

Branch Transfer: Branch transfers are initiated by the officer who wants the transfer. This is done using the DA Form 4187. The approval authority for the request depends on the officer's assignment. According to AR 135-18, the Army Reserve Personnel Command commander is the approving authority for all Active Guard and Reserve officers.

According to AR 611-1, Sept. 39, 1997, the AR-PERSCOM commander is also the approving authority for all individual mobilization augmentees and individual ready reserve soldiers. AR 611-1 further designates the "area commander" as the approving authority for troop program unit officers. "Area commander" has been determined to be the U.S. Army Reserve Command (USARC), and USARC has delegated this to the General Officer Commands. It is the responsibility of the officer to prove all required qualifications have been met. It is the responsibility of the approving authority to verify this.

99% incomplete: *Many AGR packets will be tossed aside for minor errors*

Sgt. 1st Class Arla Tweedy
PASD

The USAR Active Guard Reserve program is always seeking highly motivated, energetic soldiers who wish to continue their military careers on active duty; however, we receive too many incomplete or incorrect applications.

Although there is emotional involvement associated with submitting an application, care has to be taken in submitting a correct, complete packet to expedite the process. Bottom line, the application is an individual responsibility and if you don't care, why should the board members?

The USAR boards support branch convenes AGR entrance selection boards twice yearly, in March and in September. The cutoff date for submission of applications for the March board is Jan. 1, and the cutoff date for submission of application for the September board is July 1. These cutoff dates do not change.

If you wish to be considered for entrance into the USAR AGR program, complete the most recent version of the AGR application. The application may be requested through the customer service office at AR-PERSCOM, or downloaded from the web: (www.2XCitizen.usar.army.mil)

You must complete the application in accordance with instructions. Many applications received are incomplete because they were unsigned, uncertified or are missing required documents. Any required document that is missing from your application makes it incomplete and it will not be considered by a USAR AGR entrance selection board.

Use the "mirror-image" technique during the final review of your application. Each of your official documents should reflect the same information regarding your height and weight, APFT, awards and decorations.

Too many soldiers who gain weight seem to gain height as well. Packets that contain a lot of variation in height and weight and APFT data may confuse board members, and your overall score may reflect that confusion.

We cannot emphasize enough that you thoroughly review all documents prior

to submission to ensure they meet requirements. The following are common errors:

Failure to provide a DA Form 5500/5501, or a body fat content worksheet: This is mandatory for soldiers who do not meet table weight standards, and it must be completed within 90 days of submission of the application.

Failure to provide completed NCOERs or OERs: Many NCOERs and OERs received are not signed, dated or certified true, as required in the instructions. Any NCOER or OER that is not signed or dated cannot be certified true as it is an incomplete document. Completion and certification is mandatory unless the documents are on your microfiche.

Current APFT information: The Personnel Qualification Record, parts I and II, (DA Forms 2A and 2-1) often have outdated APFT and height and weight information on them. Sometimes the data is more than three years old. Ensure that current data is reflected. Soldiers in the IRR do not need a record APFT.

Eligibility of soldiers to apply: Certain soldiers are ineligible to apply based on rank. Soldiers in the grades of E1-E3, E8, E9, O4 (with a DOR of Jan. 1, 1997 or earlier), O5, O6 and CW5 are ineligible to apply for the USAR AGR program. There is a huge misconception that master sergeant/E8 soldiers may take a voluntary reduction in order to be considered. This is incorrect. AR 140-158, paragraph 7-12b, does not allow for any soldier to take a voluntary reduction to be considered for entry into the AGR program. This paragraph is intended only for soldiers already on an order of merit list who are offered a position at a lower grade.

Failure to disclose violations: Soldiers who fail to disclose violations on the ARPC Form 2370-R, application for USAR Active Guard Reserve Duty, as required, may not be favorably considered during board sessions if violations are annotated in the microfiche. Board members may become confused as to whether or not a soldier has intention-

ally left the information off the form (integrity issue). To ensure your application is boarded fairly, make sure all citations or charges are annotated. Failure to fully complete or sign the ARPC Form 2370-R will make your file ineligible for boarding. Soldiers assigned to units must have authorized unit personnel verify the application as true and complete.

Official DA Photo: Many photos contain errors such as wearing of awards and decorations not listed on the DA Form 2-1, or they are outdated. Please remember that you must annotate your height, weight, date, and signature on the back of the photo. Again, consistency is important. Your unit can advise you of a location to have an official photo taken. The only soldiers granted an exception are those who are mobilized and/or are in isolated countries with no photographic facilities available. Those soldiers may submit a photo that reflects them in their duty uniform.

Submission of the AGR application: Mail your completed application directly to AR-PERSCOM as stated in the instructions. The only exception to this is soldiers who are applying for a recruiting position. Those soldiers are required to send their application to their servicing Regional Support Command who will then forward it to the Full Time Support Management Division for consideration.

You may receive assistance in completing the application either through your unit or from an application analyst in the USAR AGR entrance boards branch.

You may also call toll free (800) 325-4118 and ask the customer service operator to transfer you to an analyst in our branch who will make every attempt to assist you. We do ask that you make your inquiries brief so our analysts can lessen processing time.

We want to make sure you receive only the very best service from our branch. Careful completion of your application will assist board members in determining your qualifications as being best qualified for entrance into USAR AGR program.

Tough job gets tougher

Army Reserve retention NCOs to get additional duties

Lt. Col. Randy Pullen,
Office of Chief, Army Reserve

On Oct. 1, Army Reserve sergeants who now have one of the toughest jobs in the Army will find some additional duties added to their plate.

On that day, USAR retention noncommissioned officers (military occupational specialty 79S) will be reclassified as retention and transition NCOs (MOS 79V). As one would expect, there is more to this than just a name change.

This reclassification is being done as a result of the planned expansion of the duties of the retention NCOs. They will soon be responsible for not only retention duties, but also the transition of individual ready reserve (IRR) soldiers to troop program units, active guard and reserve (AGR) recruiter hire, and for filling warrant officer vacancies.

These changes will allow the retention and transition NCO to provide career counseling to soldiers in the selected Reserve. Retention and transition NCOs will now be able to counsel a soldier about opportunities as a warrant officer, active guard and reserve, individual mobilization augmentee (IMA), troop program unit (TPU) member and individual ready reserve member.

"A retention and transition NCO will be trained to provide information and counseling on the best career opportunities available to help that soldier make the right decision for his or her career," said Col. Hughes Turner, chief, retention and transition division, office of the chief, Army Re-

serve.

Currently there are more than 700 retention NCOs assigned to the Army Reserve (AGR and Troop Program Units), with this number increasing as the USAR continues to improve its retention program. As the reclassification occurs, all of these soldiers will be converted to the new MOS, which is unique to the USAR. Additionally, a number of AGR positions have been added with the 79V classification. The opportunity to convert to AGR has been extended to all current 79S inactive duty training soldiers.

To enhance the skills necessary for the new military occupational specialty, retention and transition personnel recently received training at this year's annual retention conference. More than 500 Army Re-

serve soldiers attended the class.

Maj. Gen. Thomas J. Plewes, chief, Army Reserve, was on hand to speak to the attendees at the beginning of the training session.

The emphasis on retention and recruiting during Plewes' tenure has resulted in great success for the USAR. Retention has improved by more than 7 percent in the last three years. Through the efforts of leaders and retention personnel at all levels, the USAR has made its annual end-strength objective and more soldiers have been retained than ever before.

"The combined effort of our leaders and retention personnel has enabled us to improve readiness and reduce recruiting requirements for the Army Reserve," said Turner.

AGR transition and retention NCOs needed

Sgt. 1st Class L. Washington,
*Full-Time Support
Management Directorate*

The Full-Time Support Management Directorate (FTSMD) has a significant part to play in supporting the new MOS (79V) initiative.

An increasing number of AGR 79V positions are being added to the U.S. Army Reserve Command's authorized force structure.

We must find quality soldiers to fill these new positions, performing duties as Retention and Transition NCOs (79V) in this effort to enhance the strength and

readiness of the USAR.

FTSMD needs soldiers in the grade of E5 through E7 to assist in this exciting, but tough new venture.

Soldiers meeting the qualifications of DA Pam 611-21 are encouraged to apply for reclassification and position consideration via DA Form 4187.

Soldiers are welcome to request a specific location, but reclassification and assignment considerations are based solely on the needs of the Army Reserve.

Address your questions to Sgt. 1st Class Washington, 1-800-325-4118, extension 5142.

DoD, bankers association pledge support for Guard, Reserve

Charles L. Cragin, principal deputy assistant secretary of Defense for Reserve Affairs and Hjalma E. Johnson, president of the American Bankers Association (ABA), signed a statement of support Tuesday, pledging the ABA and its 6,000 corporate members to support their employees who also are members of the National Guard and Reserve.

The statement also declares ABA's recognition that the National Guard and

Reserve are essential to the strength of our nation and the well being of communities.

The ABA joins thousands of other employers and agencies who already have signed similar statements of support, promising not to deny employment or limit career opportunities because of service in the Guard and Reserve, and to grant leaves of absence for military training without sacrificing vacation.

Cragin praised ABA leaders for their

patriotism in supporting National Guard and Reserve personnel called to perform military missions. He said the military counts on the Reserve forces to prepare for and carry out a wide range of operations including contingency operations in Bosnia, Kosovo and Southwest Asia; humanitarian assistance in Africa; counterdrug operations in Central and South America and joint exercises in Korea.

Office of the assistant secretary of defense

Many reasons to keep paperwork up to date

**Staff Sgt. Burnadette Tillman-Buckmire,
Full Time Support
Management Directorate**

Recently, I tried to locate a service member, who was on leave, to complete an important personnel action. In desperation, I searched for his current DD Form 93 or SGLV (life insurance form) as a starting point to locate him. I got to thinking about the ramifications of having outdated forms.

Let's take a closer look at the DD Form 93-E. As stated on the form itself, the DD Form 93-E is to designate beneficiaries for certain benefits in the event of the service member's death. It is a guide for the disposition of that member's pay and allowances if he or she captured, missing or interned. It also shows names and addresses of the person(s) the service member wants notified in case of emergency, illness, or death.

Casualty offices use this form to notify a service member's next of kin of that member's injury, illness or death. The member designates the person(s) to receive any due pay and allowances and death gratuity benefits.

Additional information concerning wills, insurance policies, and other personal data to be used in settling personal affairs in the event of the member's death may be included on this form (including beneficia-

ries who should not be notified because of ill health or other reasons).

Release of personal identifier information to the member's finance office is required for appropriate distribution of pay and allowance benefits to designated beneficiaries of missing or interned service members. The form is strictly for internal service record purposes. It is voluntary. However, failure to provide personal identifier information may delay notification of the service member's status or may delay processing of benefits to designated beneficiaries.

The Full Time Support Management Directorate (FTSMD), AR-PERSCOM, has responsibility to provide the necessary documents upon the death of an Active Guard Reserve (AGR) soldier. FTSMD, however, is only capable of being a repository for this form. We do not normally prepare or update it. It is not practical for us to even try.

Responsibility for this information ultimately rests with the soldier, who should update the form when such events as the birth of a child, marriage, divorce, or death of beneficiaries occur. Unit headquarters elements are required to help the soldier remember update the information. The form must be reviewed as a soldier is reporting to and leaving an assignment and at least

annually in between.

If you are part of a unit headquarters, please remember that your AGR soldiers are unit members too, and should be included in mobilization exercises and annual record reviews.

AR 600-8-1, chapters 9 and 11, govern the use of DD Form 93, and distribution of copies of the form. Unfortunately, the need for a copy at FTSMD is not specifically addressed because we no longer have regional AGR personnel servicing facilities. We need the help of soldiers and their unit administrative personnel to ensure that the latest form is on file with us.

Our loved ones deserve to receive benefits in a timely manner and according to our last wishes. We need to ensure that our last wishes and the last wishes of our AGR soldiers are on file.

Mail the card copy to:

Headquarters Department of the Army,
ATTN: TAPC-PEC-51

2461 Eisenhower Avenue, Alexandria,
VA 22317-0481

Mail the first "onionskin" copy to:

Department of the Army, AR-
PERSCOM

ATTN: ARPC-ARO-R for officers;
ATTN: ARPC-ARE-MR for enlisted soldiers

1 Reserve Way
St Louis, MO 63132-5200

New budget funds transformation

The 2001 Defense Appropriations Act, signed by President Clinton recently, includes funding to equip two Interim Brigade Combat Teams and a 3.7-percent military pay raise.

Army leaders had requested \$537 million to stand up a single IBCT in fiscal year 2001. Congress provided the requested amount and an additional \$100 million for that first interim brigade. It also funded \$500 million to equip a second in the coming year.

Last October, Army leadership established a new vision for the Army - a more mobile, lethal and flexible force for the 21st century. The process to get there is called the Army transformation. Department of Defense leaders requested \$118 million in next year's Army budget for research and development for testing, integration and development of an Interim Armored Vehicle. The new Defense Act supports a more aggressive timeline with \$268 million for that effort. six IBCTs: four in the active force, one in the Army Reserve and one in the National Guard.

Army News Service

Troops to be multi-skilled

Nine months after standing up, the Army Development System XXI task force is preparing to present its final recommendations on how to improve the current Enlisted and Warrant Officer Personnel Management systems.

Chief among its recommendations to Army Chief of Staff Gen. Eric K. Shinseki will be the concept of a 'multi-skilled soldier' as the underpinning for future military occupational specialty and force structure considerations.

Col. Dave Cutler, ADS XXI director, explained how the Army currently relies on institutional training to prepare soldiers for their assigned jobs, the equipment they use and the missions they receive.

As a result of the momentum created by the ADS XXI study, Army branch proponents have independently initiated actions that may reduce a burdensome 241 MOS's currently in the Army inventory, to a more manageable and broader figure of around 200, Cutler said. This potentially creates larger pools of soldiers from which commanders can draw in the future to meet Shinseki's guidance to keep warfighting units manned at 100 percent.

Army News Service

AGR promotion board files ... the rest of the story

FTSMD director counters article that gave AR-PERSCOM a bad rap

Col. Barry B. Gallagher
Director, FTSMD

You may have read an article in the June 5, 2000 edition of *Army Times* titled, "Nearly 360 Reservists promoted to sergeant first class."

The beginning of the article focused on the 358 soldiers who were selected for promotion to sergeant first class from more than 1,000 eligible staff sergeants. More than half of the article focused on some negative aspects of the board and need to be addressed.

The article listed five primary concerns raised by the promotion board president in his after action report to Brig. Gen. Dee McWilliams, director of military personnel management at the Department of the Army, Deputy Chief of Staff, Personnel. The five areas of concern were:

1. The personnel files of newly accessed Active Guard Reserve (AGR) soldiers "were grossly incomplete, missing numerous NCO evaluations reports, photographs, and academic evaluation reports."

2. The microfiche personnel files of some soldiers were difficult to read because some documents were turned upside down or sideways.

3. Most missing NCO evaluation reports were from October 1997 to the present, which implies that there may be a "systematic problem at AR-PERSCOM in processing evaluation reports in a timely manner."

4. Numerous files did not contain orders documenting the award of military occupational specialties.

5. The Full Time Support Management Directorate (FTSMD) "failed to respond to the DA Selection Board Secretariat's and board president's request to conduct an after-action review on issues concerning records management."

I would like to comment on each issue and present some additional

information to consider about promotion board records and the level of support that FTSMD soldiers and civilians provide to every AGR promotion board that meets.

There never has been and never will be a regular Army or Army Reserve promotion board that met or will meet with 100 percent accurate records to review.

Accurate and complete personnel records are a complicated process that demand the cooperation of the soldier, the chain of command, personnel management NCOs and the automated records community. Errors and omissions on anyone's part will have a negative impact on the readiness of a soldier's promotion board file.

In reference to item one that talked about the quality of files for newly assessed AGR soldiers, I agree that we have a problem in this area.

However, this is a USAR problem, not just a FTSMD or AR-PERSCOM problem. Missing NCOERs normally originate at the unit level with late or nonexistent reports. PMNCOs can't do much about missing photographs except notify soldiers and urge them to provide current photos to the board in a timely manner.

Item two talked about the problems with the microfiche files. This area has received great emphasis at AR-PERSCOM and many positive steps are being taken to reduce the problems with the electronic records imaging and storage process. There is still much room for improvement here and progress is being made.

Item three emphasizes the problem of missing NCOERs, especially those since October 1997. This is a problem area that has been addressed at AR-PERSCOM and in the USAR community.

Everyone must accept their share of the problem and do better. Leaders at all levels must ensure timely counseling and evaluations are a priority for everyone. Personnel at AR-PERSCOM must continue to improve the process so

reports are tracked and recorded in a timely manner.

Item four states numerous files were missing MOS award documents. This statement, like all of the allegations in the board president's report, was general in nature with very few specifics. I was unable to determine how big the problem was. Did 50 records have missing MOS documents, or 100 or 500?

I will develop more specific tracking methods in the future so we can accurately report the status of key areas in the promotion record process like we currently do with photographs.

Item five states that FTSMD failed to "respond to the DA Secretariat's and board president's request to conduct an after action review on issues concerning records management."

This remark is inaccurate. Sgt. Maj. Terry Marmaduke, FTSMD sergeant major, agreed to attend the after action meeting, but was notified that it was cancelled.

We have an excellent relationship with the staff at the DA Secretariat and we always send individuals to brief board members at the beginning of a board and we participate in every after action review we are invited to.

I want to assure you the men and women of the FTSMD work very hard to prepare promotion board records for every board that is conducted for the AGR program.

We are fortunate to have the total support and cooperation of the AR-PERSCOM and DA Secretariat staff in locating and presenting documents to the promotion boards.

I will continue to work with my staff and all parties concerned to make necessary improvements to this important process so every soldier gets the best chance for promotion.

Leader helps DoD tackle violence

Maj. Gen. Craig B. Whelden no longer heads the Army's Community and Family Support Center, but he's as busy as ever working to support military families.

After spending two years commanding the support center, Whelden now serves as deputy commander of U.S. Army Pacific in Hawaii. The command has responsibility for all Army forces in the Pacific from Alaska to Japan.

And as if that isn't enough travel for the general, Whelden also serves on the Defense Task Force on Domestic Violence here. He is one of 12 senior military leaders and DoD civilians working side by side with 12 civilian law enforcement and domestic violence experts to improve the military's response to domestic violence.

During the panel's mid-September site visits to Fort Bragg and Camp Lejeune, N.C., Whelden talked about domestic violence.

"Over the past few years, I saw an increase in emphasis but not a corresponding increase in resourcing and funding," he said. Even so, the general noted rates of substantiated abuse in the Army have decreased in the last four years.

"Transitional compensation payouts have gone up," Whelden noted. "To me that means we're getting the word out and that abused spouses are coming forward and reporting more than they previously were, and we're helping them with the transitional compensation."

In his old job, Whelden used to tell battalion and brigade commanders that the rate of substantiated spouse abuse is about one in every 1,000 married couples.

"That means that on average every battalion commander has about 10 in his battalion," he said. "Unsubstantiated cases are a higher

number than that, and those that never get reported are a higher number than that. The bottom line is that every unit in the Army, and in the military, no doubt, has some level of spouse abuse, so it's important for commanders to understand what programs are there."

Whelden said he worries that most domestic violence victims are unaware of the help available to them. "Control is a major issue in many of abuse cases. The soldier-abuser clearly doesn't want the spouse to know what's available, so he keeps her insulated from the Army," he said.

"I always stress to the folks who offer services to family members that those who need them most are always the hardest to get to," Whelden said. "It's the 19-year-old spouse in a trailer park 10 miles off post

who may never have set foot on post because she doesn't have transportation, and her husband doesn't want her to see what's available."

Installations have different forms of outreach programs, he said. Some are more robust than others. "Again, that's tied to resourcing, and the more resourcing we have the more capability we have," he said.

Fort Carson, Colo., for example, sends a van into the local community to distribute information about all the Army Community Service programs. When a soldier comes in, the unit finds out if they're married and where they live. If off post, the van goes out to visit.

"They've got a great program, but it's only as good as they're able to resource it," Whelden said. "Everybody would like to have a more robust outreach program."

While the Army already has a good family advocacy program, the general noted that there is a need to improve community collaboration. At some posts, he said, a large percentage of military personnel live off post.

"If an incident happens on post, the commander will know about it the next morning because it comes on the MP blotter," Whelden said. "If it happens off post, it's anyone's guess as to whether we'll know about it."

If civil authorities report domestic violence involving a service member to military authorities, he said, "then we can act."

In some cases, the failure to share information "tragically ended in death," he said.

"When you 'peel the onion back,' to find out what led to this," he said, "you find that had we known about the problems ahead of time we could have intervened and done something. The problem was, we just didn't know about it."

American Forces Press Service

Experts study crime, punishment

Anyone who thinks it's OK to slap, punch, bite, kick, head butt, choke or throw their spouse up against a wall needs to think again.

"If you so much as lay a finger on your wife in any way but love, it's a crime," said Casey Gwinn, San Diego's city prosecutor. "If you put your hands around her neck, it's strangulation."

Gwinn, a member of the Defense Task Force on Domestic Violence, has dealt with domestic violence cases for 15 years. He said anyone on his turf - man or woman - accused of domestic violence is prosecuted to the fullest extent of the law.

"In my dealings with batterers, my experience is that most of them are very manipulative," he said. "They know exactly how to express remorse and how to say it was the other person's fault and that they were only defending themselves."

Domestic violence victims have only three reactions, Gwinn said. "They either fight back, become passive or leave."

Civilian law enforcers, he noted, now make a concentrated effort to prosecute cases regardless of whether the victim recants or tries to minimize the incident.

Gwinn is one of 12 law enforcement and domestic violence specialists studying the unique aspects of family violence within the military community. They've teamed up with 12 military staff judge advocates, commanders and senior DoD officials to improve the military's response to domestic violence.

Defense Secretary William S. Cohen appointed the panel in March in accordance with the fiscal 2000 Defense Authorization Act. Lt. Gen. Jack W. Klimp, the Marine Corps deputy chief of staff for manpower and reserve affairs, serves as co-chair with Debra Tucker, executive director of the National Training Center on Domestic and Sexual Violence in Austin, Texas.

American Forces Press Service

Two opportunities available for AGR officers to advance

James Baynham,
USAR Boards Support Branch, PASD

The chief, Army Reserve, will convene two United States Army Reserve command assignment advisory boards (CAAB) in 2001 to consider eligible officers for attachment to command-selected USAR units at the company, battalion, brigade or equivalent levels.

A USAR active guard reserve (AGR) colonel CAAB is scheduled for January 25-28, to consider eligible colonels and lieutenant colonels (promotable) for brigade or equivalent level command. Lieutenant colonels being considered by the calendar year 2000, colonel, Army Promotion List

(APL) and Army Medical Department (AMEDD), U.S. Army Reserve Components Boards, are also eligible for consideration. A USAR AGR CAAB is also scheduled for February 12-25 to consider eligible captains or majors for company or equivalent level command, and lieutenant colonels, majors (promotable) or majors for battalion or equivalent level command.

All eligible USAR AGR officers will be automatically considered for command assignment. Eligible officers can expect to receive a letter of instruction for board consideration this month.

Officers are responsible for ensuring their board consideration file is complete.

Enclosed with the letter of instruction will be a copy of each officer's official military personnel file (OMPF) fiche and officer record brief (ORB). Officers are encouraged to review their OMPF fiche and ORB for completeness and accuracy. The letter of instruction will provide guidance on consideration, file preparation and submission. Questions about the CAAB process or your eligibility should be directed to the USAR Board Support Branch, Joseph Burton or Chief Warrant Officer William Fox at commercial (314) 592-0673, option 3, DSN 892-0673, option 3 or via electronic mail at joseph.burton@arpstl.army.mil or william.fox@arpstl.army.mil.

Tips for handling soldier reassignments

Master Sgt. John Pierson,
DCSPER

There are many reasons soldiers change units. Employment, school and family requirements are just a few. When obligated troop program unit (TPU) soldiers relocate, is every effort being made to assist in the transfer? Remember, taking care of soldiers will keep those good soldiers in the Army Reserve.

The major subordinate command transfer program (MSCTP) provides an excellent tool for relocating soldiers to continue their TPU affiliation at their new residence. When a soldier informs the unit of a pending relocation, the unit forwards a completed DA Form 4651-R, a request for Reserve Component Assignment or Attachment, directly to the major subordinate command deputy chief of staff, personnel (DCSPER) providing MSCTP support. In the "remarks" section of the form, enter

additional information such as ASVAB scores, education and citizenship.

The military personnel records jacket is not forwarded with the DA Form 4651-R, and the action does not go through the normal command chain. Processing the MSCTP action with the military personnel records jacket through the chain delays the reassignment, adds additional postage costs and potentially places the relocating soldier into a possible "non-participant" status.

When the action is completed, a copy of the transfer orders is forwarded to the soldier, the losing and gaining units. The losing unit will attach the order to the military personnel records jacket along with any other pertinent records and forward it directly to the gaining unit.

It is important to follow these procedures to ensure our soldiers have every opportunity to maintain their TPU affiliation.

The Gateway

Fall 2000

Story coordinator

Lt. Col. Caryl Buford

Full Time Support

Management Directorate

AR-PERSCOM

This insert provides information of an advisory and informative nature concerning USAR full-time support and is distributed to Active Guard Reserve soldiers as well as to the employees of the U.S. Army Reserve Personnel Command. This insert is governed by Army Regulation 25-30.

Comments can be sent to:

AR-PERSCOM

ATTN: ARPC-ZPA/Hub editor

1 Reserve Way

St. Louis, Mo. 63132-5200

AR-PERSCOM Public Affairs

telephone numbers are:

(314) 592-0726, DSN 892-0726.

To change your address, contact your personnel manager.

From AUDITS on Page 12

That part of the regulation is pretty well understood. When temporary profiles, unit or individual requests for deferment, or releases from training without prejudice are concerned, we have problems. For example, a soldier who was scheduled for training and was subsequently deferred for a legitimate reason did not complete the training within the allotted time.

Whether we at FTSMC failed to reschedule the soldier, or the soldier failed to provide documentation that he or she was ready to attend training, the regulation is clear. The soldier must be reduced. This includes soldiers who are separating. Soldiers cannot separate with an unfulfilled conditional promotion and be

authorized to keep their rank.

It gives us no pleasure to publish reduction orders. However, if the regulation requires reduction for soldiers who fail to complete the required training, then that is what we must do across the board.

If you were promoted prior to 2000, and have not completed the required training, contact your PMNCO immediately. Please don't wait until you're ready to retire or otherwise separate, to find out that we must reduce you prior to separation. Prepare yourself to perform the training satisfactorily and move on with your career. See Change 4, AR 140-158, for specifics, or contact your PMNCO for additional information.

How to reach the FTSMMD staff:

FTSMMD uses an automated call processor telephone system. Dial any of the three phone numbers below and the menu choices will direct you to the correct office. If you know your party's four-digit extension, you may bypass the menus by pressing 1 after the tone, then dialing the four-digit extension. This will take you directly to your party. If you do not know the four-digit extension, the menu choices will direct you to the correct office. If you are not an AGR soldier, or calling about an AGR soldier, we cannot reroute your call.

To email individuals, use the following format:

firstname.lastname@ARPSTL.ARMY.MIL

Commercial (314) 592-1234

Toll free (800) 325-4118

DSN 892-1234

ENLISTED MANAGEMENT DIVISION (ARPC-ARE)

5106 Division Chief

5114 GO corr/VIP/Congressionals, EFMP

5101 Admin NCO

Operations

5115 Operations NCO

Personnel Management Branch(ARPC-ARE-E)

5102 ARE Branch Chief

5104 Assistant Branch Chief

5121 Mil Per Mgt Spc

Combat Arms, Combat Support, Combat Service Support Team

5120 Team Chief

5121 11B/C/H/Z, 12B/C/Z, 13B/F/Z, 19D/K/Z, 25V/Z, 35E/J/W, 45E/K, 52D/X, 55B, 67U/Z, 68X, 88Z, 92R, 93P

5122 57E, 62B (SSG), 63B (SFC), 63S, 5123 SFC, 62B (SPC-SGT), 63B (SFC-MSG), 63D/ E/H/J/T/W/Z, 8H/K/ L/M/N/P/T/U/ X/5124 37F, 62B (SSG), 63B (SFC)

5125 92A (SFC-MSG), 92Y (SPC-SGT)

5126 92A (SPC-SSG), 92Y (SSG A-K)

5127 77F/L/W, 92G/M, 92Y (SSG L-Z)

5128 92Y (SFC-MSG)

5129 31C/F/L/P/R/U/W/Z, 38A, 39B, 51H/M/T/Z, 52E/G, 54B, 62N, 81L, 82D, 95B/C/D, 96B/D/H/Z, 97B/E/L, 98C/G/H/Z

Career Management Field 71 Team

5130 Team Chief

5131 75H (SFC/MSG A-K)

5132 75H (SFC/MSG L-Z)

5133 71G, 91A/B/C/E/J/S/X

5134 71L

5135 75F, 75H (SGT/ SSG)

5136 75B

5137 46Q/R/Z, 71D/M, 73C/D/Z, 74B/C/G/Z

Career Management Field 79 Team

5140 Team Chief

5141 79R (1st Brigade)

5142 79R (Retention NCO)/(2nd Brigade)

5143 79R (3rd Brigade)

5145 79S (5th Brigade)

5146 79R (6th Brigade)

5147 79R (Accessions)

5148 79R (Detailed Recruiters)

5149 USAREC Liaison

Accessions Team

5110 Team Chief

5112 Accessions Tech.

5103 Marketing NCO

Military Personnel Branch (ARPC-ARE-M)

5106 MPB Chief

5110 Assistant MPB Chief

Professional Development/Reenlistments Team (ARPC-ARE-ME)

Personnel Records Branch(ARPC-ARE-MR)

5112 NCOIC

Enlisted Records

5108 Team Leader

5109 Team Leader

5107 Records NCO(MSG(P),SGM)

Special Actions Branch

5105 Branch Chief, Compassionates/Relieved Recruiters, Flags/Local Bars, TDRL/Medical, QMP/VERP

OFFICER MANAGEMENT DIVISION (ARPC-ARO)

5171 Division Chief, Opns Officer, Opns Sergeant, Opns Officer Accessions Team

5173 Officer accessions

Officer Management Team

5185 Team Chief

5183 88, 90, 91

5179 92, 51

5170 (DA 1506 & Retirement)

5180 (MS, 70 series)

5177 55, 56, 66, 46A

5169 (ALL AFS)

5178 41, 42, 43

5174 (DA 1506 & Retirement)

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5188 Overseas

5182 25, 44, 45, 49, 51, 53, 24

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5189 (Retirement-AFS)

Warrant Officer Section

5187 Section Chief/91XX, 15XX and all CW5s

5186 WO1-CW4

Records Team

5175 Team Chief, Records NCO, Mil Tech

Special Actions Branch

5172 Branch Chief, DAADBs, Flags/Medical, Compassionates/EFMP

DISTRIBUTION DIVISION (ARPC-ART)

5190 Chief

5193 IMO

5191 Mil Pers Mgt Spec

Command Actions Branch (Reg Acct Mgr)

5197 Chief, USAREC,

5198 65th ARCOM, 70th RSC, 84th DIV, 88th RSC, 96th RSC, 104th DIV, 214th AVN GRP, 416th ENG CMD, FORSCOM, TRADOC, OCAR/DA/NCR, Joint HQs, 8th Army, 9th ARCOM

5195 77th RSC, 89th RSC, 99th RSC, 3d MEDCOM, 19th TAACOM, 78th DIV, 80th DIV, 310th TAACOM, 311th SIG CMD

5196 63rd RSC, 75th Div, 90th RSC, 91st Div, 95th DIV, 98th DIV, 143rd TRANS, REDC, USAG McCoy, NCO Academy DIX, NCO Academy Lewis, NCO Academy McCoy, RRTC, NAAD/ RTS MED, 311th COSCOM, 377th TAACOM

5199 USARC, 81st RSC, 87th DIV, 100th DIV, 108th DIV, 335th SIG CMD, 412th ENG CMD, 94th RSC

Senior Officer Enlisted Management Office (ARPC-ARS)

5155/56 Mil Tech

Honor Guard helps celebrate community events

Perhaps the most visible aspect of the Army Reserve Personnel Command in the St. Louis community is the colorful DA Select Honor Guard. The 14-member team represents AR-PERSCOM at area parades, weddings, veterans' ceremonies, flag details, funerals and other public events every year.

So far this year, the honor guard has participated in more than 115 events.

Among the most recent are the Korean War Remembrance in July and the dedication of St. Louis' new Thomas F. Eagleton U.S. Courthouse in September.

The Korean War Remembrance, held at the Jefferson Barracks division of the Veterans Affairs Medical Center, was in commemoration of the 50th anniversary of the Korean War.

Two months later, the honor guard provided that same presence at the courthouse dedication.

That mission was, "the best," according to Sgt. 1st Class Rose Kirk, noncommissioned officer in charge of the honor guard. "I thought it was one of the highest achievements the honor guard could get."



Photos by Sgt. Melanie Patterson, AR-PERSCOM PAO

The team member is silent for the prayer during the courthouse dedication.



The Honor Guard helped dedicate the Thomas F. Eagleton U.S. Courthouse, at left.

Below, members of the AR-PERSCOM Honor Guard prepare for the courthouse dedication ceremony. From left: Sgt. 1st Class Clyde Washington, Full Time Support Management Directorate; Sgt. 1st Class Rose Kirk, Enlisted Personnel Management Directorate; Staff Sgt. Tony Johnson, EPMD; Sgt. 1st Class Reginald Williams, EPMD; Staff Sgt. Carla Richardson, FTSMD; Sgt. 1st Class Quinton Brown, FTSMD.



AR-PERSCOM goes live with '2XCitizen' web site

*Claire Harter, Senior Computer Analyst, Litton PRC
Maj. Rudolph Burwell, Chief, Public Affairs, AR-PERSCOM*

The Army Reserve Personnel Command recently launched a brand new customer-focused web site to better support Army Reservists worldwide, replacing its existing web site (<http://www.army.mil/usar/ar-perscom>) in the process.

The name for the new site, www.2XCitizen.usar.army.mil, was selected from more than 100 entries in a command-wide contest to rename the site. "We chose the winning entry, 2XCitizen, based on the long association of that phrase with the Army Reserve dating back to World War II. It was Sir Winston Churchill, Prime Minister of England during that period, that said the Reservist was 'twice the citizen,'" said Col. Timothy Cannon, commander, AR-PERSCOM.

Developers reworked the site for more than four months. They created a new home page, significantly improved navigation and incorporated a comprehensive search capability. Most importantly, more than 60 AR-PERSCOM subject matter experts, serving in 11 different work groups, developed the functional content for the site within a five-week period.

"The site is no longer organized by office; instead it's organized by what the soldier wants to do," said Mark Tenholder, lead developer for the project. "Soldier services are grouped into 11 different categories. We formed these categories based on statistical data collected from the kinds of calls received from soldiers."

"By organizing the site by functional categories, Reservists can easily find answers to many of their common questions without having to call AR-PERSCOM," said Sgt. 1st Class Kimberly Hon, tours and training work group leader. "If it is necessary to call someone for further assistance, we have that covered with newly reorganized contact information. We've made every effort to provide appropriate 800-numbers, email addresses, and mail addresses that link directly to the responsible areas," said Hon.

"Even if someone is not quite sure where to go within the site, with the new search capability, users can enter keywords to get the information they need," she added. "I believe any soldier coming to this site will see significant improvements." The main focus of the site centers on the Reservist and his or her ability to locate information as easily as possible.

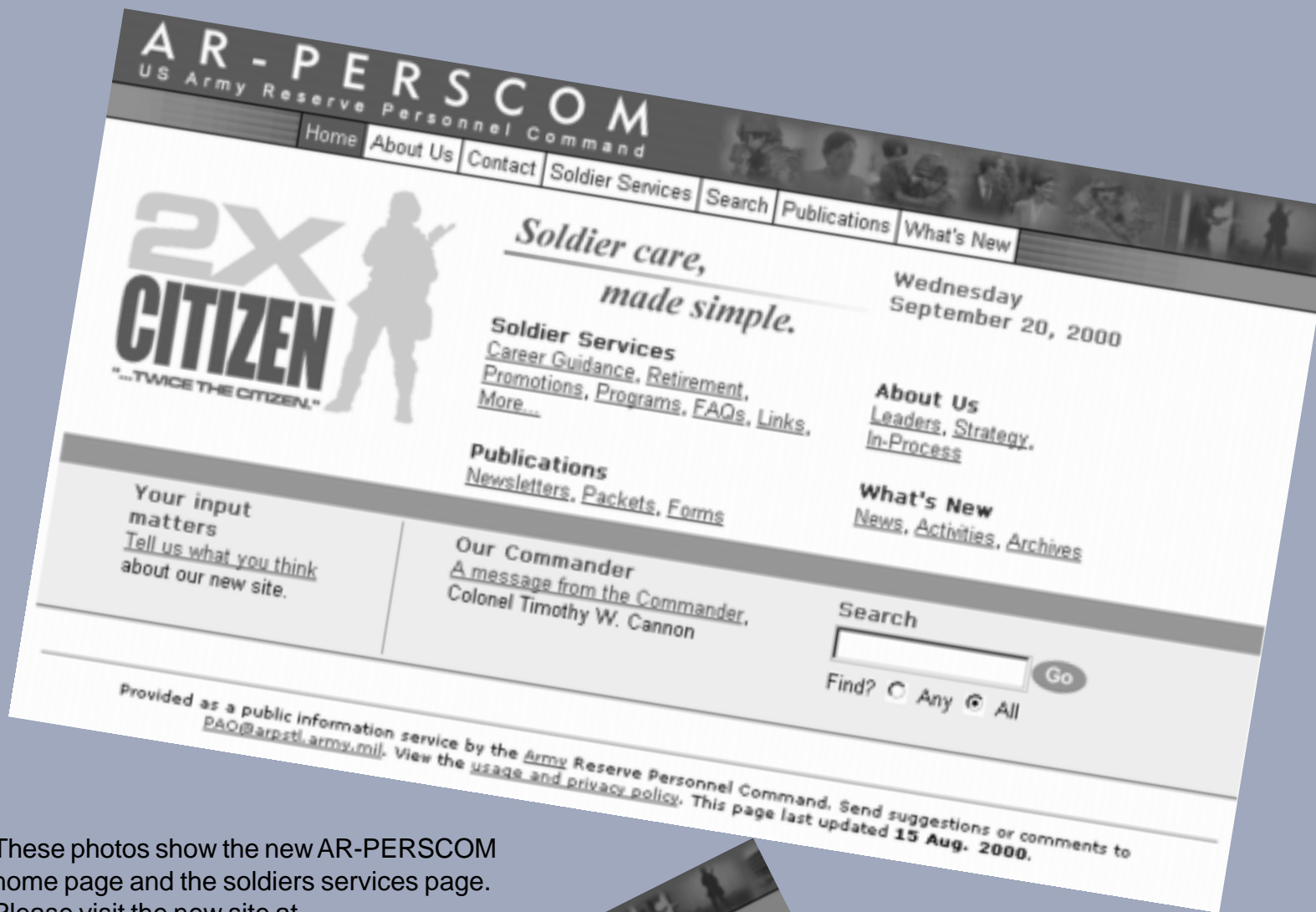
To access the site from your Internet browser, enter www.2XCitizen.usar.army.mil or link from the existing site. Cannon emphasized that user feedback will play a critical role in future enhancements. "Users can email us now or complete a survey that will be available in the near future. We are very excited about launching the new site," added Cannon. "We truly want 2XCitizen to be the Reservists' site of choice."

New features include:

- New Internet address: www.2XCitizen.usar.army.mil
- New home page with easier navigation, scrolling news, and enhanced graphics
- New interface design
- New advanced search capabilities that enable users to search the entire site or limit search to specific programs or soldier categories
- Newly organized menu structure that focuses on soldier services
- New and revised content presented in a uniform style
- New centralized contact information
- Improved navigation - organized by functions and types of questions encountered in a soldier's career
- Additional samples can be accessed to show soldiers how to properly complete commonly used forms
- Additional forms and letter templates are available for download
- New links are available to download appropriate form viewers
- Additional links related to both internal and external sites enhance connectivity



Col. Timothy W. Cannon, AR-PERSCOM commander, left, welcomes Sgt. 1st Class William McGee to the commander's parking spot. McGee won a recent AR-PERSCOM contest by choosing the domain name for the new command web site. McGee came up with the name, "2XCitizen." He gets the parking spot for two weeks.



These photos show the new AR-PERSCOM home page and the soldiers services page. Please visit the new site at www.2XCitizen.usar.army.mil. (Photos provided by Litton PRC)



Get the *facts* about DoD anthrax program

Anthrax Vaccine Immunization Program Agency

The Threat Anthrax is an infectious disease caused by the bacterium *Bacillus anthracis*. It is the number one biological warfare threat to U.S. military forces overseas. At least 10 countries have, or are developing, a biological warfare capability – and several are suspected of developing anthrax as a biological warfare agent. At least two countries, Iraq and Russia, are known to have done so. Anthrax spores can retain viability for decades. They are invisible, odorless and tasteless. An anthrax attack is largely undetectable until symptoms of infection appear. Anthrax is the biological weapon of choice because it is highly lethal, inexpensive, easy to weaponize and hard to detect.

The Epidemiology Anthrax is spread by contact with infected animals, handling infected products, eating infected meat, or breathing weapon-dispersed spores. Inhalation anthrax is the most deadly – 99% lethal to unprotected and untreated individuals

with a substantial exposure. One deep breath of spore-infected air could cause lethal infection.

Incubation period, where disease lays dormant in the body, is within one to five days; if untreated, death follows 24 to 36 hours after symptoms begin. Treatment is not usually effective after symptoms begin; even with aggressive treatment at a Level III medical center, fatality rates can exceed 80%. Because infection is not usually known until symptoms appear, pre-exposure protection is far more effective than post-exposure treatment.

The Vaccination The anthrax vaccine is the single best method currently available to protect against inhalation anthrax. (Protective gear, detectors and antibiotics complete the full force health protection package.) The vaccine has been approved by the Food and Drug Administration and used by some veterinary and farm workers for nearly 30 years. Thirteen safety studies showed side effects comparable to other known vaccines (such as typhoid, tetanus, influenza,

As of September 2000 ...

Number of individuals vaccinated for anthrax:
461,933 – about 20% of total force.

Number of vaccinations (doses) given:
1,856,565 (Not all individuals have received all six doses)

Rate of VAERS (Vaccine Adverse Event Reporting System) reports submitted:
55 in 100,000 doses given – 1,028 total as of Aug 2000

Number related to vaccine:
29 in 100,000 doses given – 539 total

Number of hospitalizations:
2 in 100,000 doses given – 43 total

Number of hospitalizations related to vaccine:
0.3 in 100,000 doses given – 8 total

Many VAERS reports are injection site reactions only

Rate of reported refusals:
90 in 100,000 people vaccinated (*as of January 2000*)

Number of doses required for initial full protection:
6, followed by annual booster

Number of months required for series of 6 initial doses: 18

Number of human safety studies on vaccine: 13

Number examining adverse events:
12 studies involving about 16,000 people

Number examining hospitalization rates:
1 study involving about 350,000 person

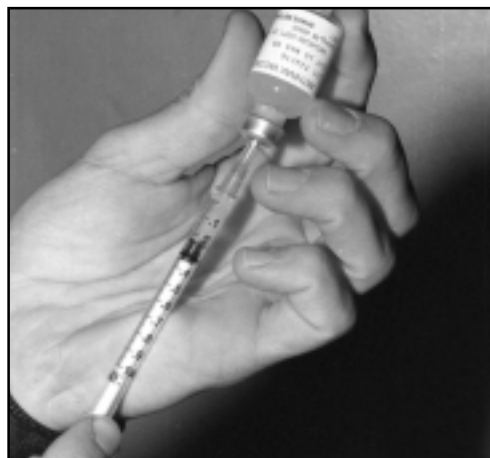
Number of countries with or developing biological warfare capability: at least 10

Number of countries with or developing anthrax weapon capability: at least 7

Number of days from anthrax exposure to death:
1-5

Anthrax fatality rate:
99% (for substantial inhalation without treatment)

Source: Anthrax Vaccine Immunization Program Agency



At left, HM3 William Boggs fills a syringe with Anthrax vaccine to be given to the Marines and sailors deployed with the 13th Marine Expeditionary Unit (Special Operation Capable) aboard USS Boxer LHD-4 for WESTPAC 99-1, Dec. 8, 1998. (U.S. Marine Corps photo by Lance Cpl. Brandon P. O'Brien)



Christopher J. Simmons of Aikens, S.C., receives the first of three anthrax vaccinations given by Hospital Corpsman 3rd Class Keteral J. Ducote of Alexandria, La. USS Inchon (MCS-12) is on a regularly scheduled five month deployment to the Persian Gulf and the Mediterranean Sea in support of mine countermeasure operations. (U.S. Navy photo by Photographer's Mate 1st Class Sean Jordan)



U.S. Air Force Flight Surgeon General William H. Chilton receives anthrax inoculations to Chestnut Hill, Pa. Secretary of Defense William Cohen. (DoD photo by Sgt. David J. Smith)

Photos provided by Anthrax Vaccine Immunization Program Agency
For more information register at
www.anthrax.osd.mil

protection program

hepatitis B). Typical temporary side effects include soreness or lump at the injection site, muscle ache or headache.

The History Anthrax vaccines were first developed and demonstrated to provide protective immunity in animals more than 100 years ago. Anthrax itself is an ancient disease, making "new news." The fifth Egyptian plague around 1500 B.C. is believed to have resulted from anthrax. During the Middle Ages, anthrax destroyed cattle herds in Europe. Deliberate use of the disease as a weapon developed in the 1900s. Some evidence suggests that the Japanese used it in China during World War II.

In 1979, an outbreak of human anthrax occurred in Sverdlovsk, U.S.S.R. - first claimed to result from contaminated meat, now known to result from accidental release from a military facility. In the 1990s, the Gulf War - and the admitted production of weaponized anthrax by Iraq - brought anthrax to the forefront of public awareness. It continues to make "news" this year, both in the U.S. and overseas.



on Maj. Timothy Ballard (right) administers the final shot in the six-dose series of chairman of the Joint Chiefs of Staff Gen. Henry Shelton (center), U.S. Army, as m S. Cohen watches in the Pentagon on Sept. 24, 1999. Ballard is attached to the photo by R. D. Ward.)

l by the Department of Defense Anthrax Vaccination Program Agency, the DoD focal point for warding the anthrax health protection program. nation about anthrax, visit the AVIP web site at sd.mil or call toll free at (877)438-8222.

Anthrax key dates

1970 Anthrax Vaccine Adsorbed (AVA) licensed by Federal government (then the National Institutes of Health and later the Food and Drug Administration (FDA)).

DEC 1985 Food and Drug Administration Advisory Panel re-affirms safety and efficacy of anthrax vaccine.

1990-91 More than 150,000 troops receive anthrax vaccination as part of Gulf War force protection.

Early 1990s United Nations inspection teams discover that Iraq produced 8,000 liters of anthrax spores.

1992 Russian President Boris Yeltsin acknowledges that the 1979 Sverdlovsk incident was a large-scale accident involving the escape of anthrax spores from a military research facility.

JUL 1993 Defense Policy/Science Board raises concern over biological warfare and the need to take steps to protect against such threats.

NOV 1993 DoD Directive (DoD Immunization Program for Biological Warfare Defense) issued.

DEC 1993 Congressional Office of Technology Assessment states that biological and toxin weapons could pose greater dangers than either chemical or nuclear weapons.

1994-97 DoD deliberations on needed biological warfare immunizations. Preparatory planning conducted on total-force anthrax protection effort.

1994 American Academy of Pediatrics indicates anthrax vaccine is effective in preventing or significantly reducing cutaneous and inhalation anthrax in adults and produces minimal adverse effects.

1995 "Control of Communicable Diseases Manual" (American Public Health Association) indicates vaccine effective in preventing cutaneous and probably inhalational anthrax.

SEP/OCT 1996 Joint Chiefs of Staff identifies anthrax as primary biological warfare threat and, recommends vaccination of entire force.

DEC 1996 Presidential Advisory Committee on Gulf War Veterans Illnesses report indicates no evidence for causal link between illnesses and vaccines (including anthrax vaccine).

MAR 1997 Food and Drug Administration indicates that DoD's proposed use of the vaccine for inhalation anthrax is not inconsistent with the vaccine's labeled use.

MAR 1997 FDA directs Michigan Biological Products Institute (MBPI) to correct facility inspection deficiencies. FDA issues a notice of intent to revoke MBPI license. FDA does not restrict manufacture of vaccine or stop release of licensed vaccine lots.

JUN 1997 DoD decides to conduct supplemental testing of vaccine stockpile.

NOV 1997 President directs DoD and Veterans Affairs to create new Force Health Protection Program to apply lessons learned from the Gulf War.

DEC 1997 Secretary of Defense approves Anthrax Immunization Policy, contingent on successful completion of four conditions. ??? (I don't plan to list them. Delete this?)

MAR 1998 Secretary of Defense gives approval to begin anthrax vaccinations early in the Central Command (CENTCOM) area. (Accelerated?) Anthrax vaccinations begin in the Central Command (CENTCOM) area. ??? Del?

MAR 1998 Michigan Biological Products Institute (MBPI) anthrax production facility closed for renovation.

MAY 1998 Secretary of Defense approves implementation of the Anthrax Vaccine Immunization Program (AVIP) for the Total Force.

AUG 1998 AVIP formally begins Phase 1: vaccinate vaccination of service members and mission-essential civilians assigned or deployed to high threat areas in Southwest Asia (SWA) and Korea.

SEPT 1998 Bioport acquires MBPI. Contract awarded to BioPort for the manufacturing, bottling and storage of the anthrax vaccine and renovation of the facility.

Source: Anthrax Vaccine Immunization Program Agency

Results of Reserve employer study compiled

Employers reportedly have favorable attitude toward Reserve workers

The vast majority of American employers have a favorable attitude toward their employees who serve in the National Guard and Reserve, according to a survey of employers conducted by the Department of Defense (DoD) between October 1999 and January 2000.

The 1999 Reserve Employer Survey is based on telephone interviews with 2,037 large and small employers nationwide. Larger firms were defined as those having 50 or more employees; smaller firms were those with fewer than 50 employees. The overall response rate was 45 percent.

"We are pleased that the survey yielded positive results," said Charles L. Cragin, principal deputy assistant secretary of Defense for Reserve Affairs. "Employers appear to be coping with absences due to military obligations, although some concern was expressed about the increased workload that results for other employees during prolonged absences."

Cragin cautioned military leaders not to read too much into the results.

"The survey was conducted as a pilot project," Cragin said. "It was designed as a starting point to develop survey instru-

ments, sampling procedures and data collection methods for use in future surveys."

During the past decade, DoD officials have had to rely on anecdotal information that the increased use of the National Guard and Reserve has been placing strains on civilian employers of reservists.

"We have been largely uniformed about the actual impact of increased deployments on employers and their businesses," Cragin said.

Although the vast majority of employers expressed a favorable attitude toward the reserve components, only six percent of all businesses in the country employ reservists. In addition, employers appear generally indifferent to the Reserve status of their job applicants. "The survey revealed a general lack of knowledge about the Guard and Reserve," Cragin said. "More work will be needed to increase awareness and knowledge. Our ultimate goal is to help the department build better relationships between employers and their reservist-employees and gain a better understanding of the impact of military service on civilian employers."

Two sources of employers were used

- a nationally representative list of U.S. employers, taken from the Dun and Bradstreet Market Identifiers Lists, and a list of employers provided by each of the seven military reserve components (RC).

Surveyed employers were grouped into one of three categories: those without RC employees (920 interviews); those whose RC employees were absent for no more than 10 days per year to perform military duties (466 interviews); and those whose RC employees were absent more than 10 days (651 interviews).

In surveying businesses that employ reservists, every effort was made to conduct the interview with someone who directly supervised reservist-employees. Of those interviewed: 96 percent were satisfied with their Reservist employees; 93 percent expressed a favorable attitude toward RC service; 92 percent have flexible policies to accommodate absences; 86 percent said Reservist employees are good team players; 27 percent have special pay programs for Reservist employees.

Office of the assistant secretary of defense

Don't ask, don't tell: DoD adopts 'overarching principle'

DoD has adopted an "overarching principle" regarding all forms of harassment - including harassment based on sexual orientation, DoD officials recently announced.

Defense Secretary William S. Cohen approved the Anti-harassment Action Plan and has forwarded it to the services for implementation, said Bernard Rostker, undersecretary of defense for personnel and readiness.

The plan is the result of a look at the military's "don't ask, don't tell" policy following the 1999 murder of an allegedly gay Army private at Fort Campbell, Ky.

DoD's overarching anti-harassment principle is that "treatment of all individuals with dignity and respect is essential to good order and discipline. Mistreatment, harassment and inappropriate comments or gestures undermine this principle and have no place in our armed forces. Commanders and leaders must develop and maintain a climate that fosters unit cohesion, esprit de corps and mutual respect for all members of the command or organization."

Rostker said the statement should make it clear to service members that military officials will not tolerate any kind of harassment. Further, the plan makes it clear that DoD will hold

commanders and leaders accountable for any failures to enforce this plan.

The action plan reiterates the DoD's commitment to a harassment-free environment, Rostker said. "To do that, we have formally extended the definition of harassment to include inappropriate comments and inappropriate gestures," he said. Previously, only the Navy's definition of harassment included inappropriate comments and gestures.

"We have to be sensitive to name-calling. Sometimes things are said as banter that can be hurtful and constitutes harassment," Rostker said. Service members have "an absolute right to a harassment-free environment," he said. "In seeking that right, they should never be asked about their sexual orientation. In seeking an end to harassment, they have an absolute right to define any such question about their sexual orientation as inappropriate and decline to answer it."

Rostker said the chain of command must deal with charges of harassment. "We will hold them to that," he said. "The fact that a person is being harassed is enough to cause actions to cease that harassment."

American Forces Press Service

Remembering POW and MIA soldiers



Photos by Sgt. 1st Class Frank Ulery, AR-PERSCOM PAO

AR-PERSCOM held a POW/MIA observance Sept. 15. Command Sgt. Maj. Robert Rosner, AR-PERSCOM, presents certificates of appreciation to local Korean war veterans Dwight Henderson, Joseph McMahon and Paul Phillips.



Sgt. 1st Class William McGee, member of the AR-PERSCOM DA Select Honor Guard, plays "Taps," during the ceremony.



Dwight Henderson and his wife Dolores take part in the POW/MIA celebration.

You can save, top money expert says

Even when you're sure you can't afford to, you can save money, according to financial planner and best-selling author Ric Edelman. Speaking at the DoD Family Readiness Conference in Phoenix, Ariz., in late August, Edelman shared ideas on how service members can create wealth without really trying.

Author of "The Truth About Money" and two other best-sellers on investing, Edelman is also a radio and television personality, newspaper and Internet columnist, and a personal finance instructor at Georgetown University here.

"We've got to get people excited about the notion of investing," Edelman told the 800 DoD family program specialists in Phoenix. Often, people don't save for the future because they "just don't think it's an exciting thing to do," he said. "They rate financial planning about as highly as going to the dentist, cleaning the bathtub or any other chore that's got to be done. It's something they'll put off as long as they can."

Rather than worry about the near-term future, people should focus on long-term investment performance, he said. "The crash of the waves excites surfers, but has no impact on the tides. That's what we have to understand, and that's how you get people excited about the market."

So how do you get the money to invest in the first place if you're living from paycheck to paycheck? Simple, Edelman said:

"Pay yourself first," and take advantage of automatic payroll deductions.

"You say you're going to pay yourself whatever money's left at the end of the month, but there is no money left. Pay yourself first.

"Write a check for \$25, or whatever, and send it to your mutual fund before you pay your rent, mortgage, the phone bill, or the gas and electric. Why? Because you're not going to have any money after you pay those bills.

"But by sending the \$25 to a mutual fund first, you're still not going to have any money at the end of the month, only now you're going to have 25 bucks in the mutual fund."

He recommended mutual funds, considering them one of the safer ways to invest. Using automatic payroll deductions is "an incredibly painless way to save," he stressed, because you never even see the money in your paycheck.

"The next time you get a four percent pay raise, take that entire pay raise and send it to the mutual fund," he said.

Another money-saving tip: Never spend coins. Spend only paper money. "My big brother Brad taught me this when I was eight years old," Edelman said. "I still use the peanut can he gave me back then."

American Forces Press Services



Maj. Valerie Fields, Personnel Proponency Office, AR-PERSCOM, unloads tents for the medical and legal service screenings for homeless veterans during the St. Louis Veterans' Stand Down, held in the American Legion Park downtown near the St. Louis Soldiers' Memorial.



Photos by Sgt. 1st Class Frank Ulery, AR-PERSCOM PAO

Staff Sgt. Stephen Bailey of AR-PERSCOM's Personnel, Logistics and Administration Directorate puts up a tent to be used for the St. Louis Veterans' Stand Down. AR-PERSCOM soldiers volunteered to help set up for this annual event that provides medical, legal and employment services to homeless veterans, as well as providing clothing and personal items. More than 20 government agencies coordinated the event, along with donations and assistance from many local businesses.

Hispanic Heritage month

The Army Reserve Personnel Command celebrated Hispanic Heritage month Sept. 21 with dancing, food and special guests.

David Benton, workforce policy advisor to the commandant, office of leadership and diversity, U.S. Coast Guard, was the guest speaker.

Performers included: the Hermandad Hispana Organization, Kristina Martinez, Eileen Wolfington and Emily Ivy.



Photos by Sgt. Melanie Patterson, AR-PERSCOM PAO
Hermandad Hispana Organization members Daniela and Valeria Davila, and Sean and Phillip Thornton, help AR-PERSCOM celebrate Hispanic Heritage day with a dance.



Kristina Martinez performs a flamenco dance.



Maj. Richard Cardenas, Equal Opportunity advisor for AR-PERSCOM, dances at the Hispanic Heritage observation along with other AR-PERSCOM employees.



Emily Ivy performs for the AR-PERSCOM crowd.



Photo by Sgt. 1st Class Frank Ulery, AR-PERSCOM PAO
The James S. McDonnell USO at Lambert - St. Louis International Airport was recently expanded. Representing AR-PERSCOM at the Sept. 15 ceremony was the deputy commander, Col. Bruce Pittman, and Command Sgt. Maj. Robert Rosner. Pictured from left are: Rosner, USO Executive Director Ginny Compton, Col Pittman and retired Missouri congressman, Robert Young.



Contributed photo

Carolyn Drazic, a military technician in the Personnel Support Division, AR-PERSCOM, recently received the Ohio Commendation Medal from the 200 Red Horse Squadron World War II Veterans Recognition Program, Ohio Air National Guard.



By Sgt. 1st Class Frank Ulery
The AR-PERSCOM civilian of the quarter is William Hasson, of the Plans Directorate.



By Sgt. 1st Class Frank Ulery
AR-PERSCOM's supervisor of the quarter is Carolyn Hairston of the Resource Management Directorate.

Managing your own

*Capt. William F. Darling,
AR-PERSCOM Career Management Officer*

You are your own best career manager. This is a cliché that most junior officers hear at some point in their early years. Many young officers dismiss it and have too much faith that the system will take care of them. This is unfortunate because the truth is you are in the best position to impact your Army service. That goes for everyone, from the, "you'll-have-to-kick-me-out" careerist to the, "eight-years-and-out" obligor. As a Reserve Career Management Officer (CMO), I can guide, assist, and clarify; however there is only one of me and thousands of you. The brunt of the workload is on you. To quote Jerry Maguire, "Help me help you." Here's how.

First, maintain your own records. If you are as naive a second lieutenant as I was, you picture a personnel headquarters as a big, efficient paper-pushing machine. If you signed an evaluation, you assumed it went to the right place. If you sent in a completion certificate, you assumed it got posted to your file.

If you graduated from a course, you assumed somebody knew about it. After all, if I don't pay my taxes, you can bet the IRS will let me know soon enough. The sad truth is that the Army, for a variety of reasons, isn't great at maintaining paperwork. Now that we've switched over to electrons, it sometimes seems we misplace it at a faster rate.

First, never assume. Second, keep every little piece of paper that you get from the Army with your name and social security number on it. You may not need it today. You may not need it tomorrow. I guarantee you will need it someday. Keep originals unless it's absolutely necessary to give them up, and then keep a copy.

For those of you coming out of the National Guard or the active Army, this is especially important since there seems to be a break in the link with these components when it comes to transferring files.

Also, understand that at AR-PERSCOM there is no such thing as a 201 file, that is, a paper file. All files are maintained electronically on the Personnel Electronic Record Management System (PERMS).

When documents are scanned into PERMS they are destroyed. Therefore, if you send in an original document, don't keep a copy, and assumed it was posted to your file, you can assume that you'll be up the creek without a paddle if you ever need that document again.

Second, stay qualified for promotion and understand the promotion process. This means staying educationally qualified and remaining active in the Reserve. Know the educational requirements, both civilian and military, you need to meet for each grade and just do it.

Procrastination is your enemy here; don't fall into the trap of

On career: advice for junior officers

waiting until the last minute and then expecting an open seat for your Advanced Course, because it probably won't happen.

Under the Reserve Officer Promotion Management Act (ROPMA), Reserve promotions were restructured to more closely resemble the active component, which is to say, they went from a "fully qualified" to a "best qualified" basis.

This means you are competing with your peers and the promotion boards look for discriminators to make their decision easier. One of the biggest discriminators is service. After education, long periods of inactivity are the biggest killer on army promotion lists.

The days of hanging out in the Individual Ready Reserve (IRR), or USAR Control Group, and getting "good" years via correspondence and other methods are over. Find a Troop Program Unit (TPU) and stay there.

For obligated officers, this is not an option. When comparing a lieutenant who has spent the last four years in a unit to another who has spent those same four years doing nothing in the IRR, who do you think will get the nod?

If a TPU is out of the question due to personal or professional reasons, there are alternatives. Programs like the Individual Mobilization Augmentee (IMA) and IRR Augmentee (IRR Aug) programs, which require as little as a 12-day annual training, may work for you.

Besides the professional growth and development you will undergo, TPU assignments generate evaluations, and evaluations give the boards an idea of what caliber an officer you are.

Here's the down and dirty on promotions. Approximately 90 days before a board convenes, the Office of Promotions, Reserve Component, which is actually run by the Department of the Army, sends out a promotion packet to all qualified officers. Read the instructions in the packet closely. You would be surprised how many people are unable to follow simple directions.

You have the option to write a letter to the president of the board. Do it. Get an official photo as well. The important thing here in both cases is to show the board members that you have a genuine interest in being promoted, which again makes their job easier.

The microfiche you receive is the same one the board will see, so you are seeing exactly what the board members will see. It is incumbent upon you, the eligible officer, to supply missing documents, which hopefully you have maintained, to the board. Not to your unit. Not to your PMO. To the board.

The promotion process is pretty much an action directly between the board and the officer. Now keep in mind, the board will not, in turn, forward these documents to the organization that maintains your PERMS file. They become the property of the board and are retained for a number of years and then destroyed. Therefore, you must send duplicates to the PERMS section also.

In turn, keep in mind the time lag in posting documents. Don't be surprised if you have documents missing from your fiche if you sent them in recently. Depending on who you ask, there is anywhere from a three- to 12-month lag in getting a

document posted. We are getting better as they make the switch over to electrons, but we are not there yet.

You can get a copy of the last board's guidance to its members by writing the Freedom of Information Office at DA PERSCOM. It gives you the criteria the board members use to evaluate your packet.

Generally, the board looks at assignment history, military and civilian education, performance, professional attributes, physical fitness and military bearing.

Third, have a say in your assignments and evaluations. Take into account the types of assignments available. Tough ones are challenging but rewarding. Also, they tend to give a clearer picture of your abilities and potential, especially when compared to a relatively large number of your peers. Easier jobs, while seemingly inviting, make it harder to demonstrate superior effort.

For the actual report, make use of the often-ignored OER support form. This is your chance to remind your rater and senior rater what you've accomplished.

Some officers don't like tooting their own horn and some are resigned to letting others decide their fate, however this is your golden opportunity to highlight your strengths and accomplishments, which your boss may have forgotten. Indirectly, you are talking to the promotion board.

The support form is a living document; update it as often as appropriate (if you wait until report time, you may find your memory lacking as well), matching your accomplishments to your initial goals.

Finally, keep up to date on your status. Check out the AR-PERSCOM web site at http://www.army.mil/usar/ar-perscom/arpercom_fs.htm. We are improving it every day and many of your questions can be answered there. TPU officers should utilize their chain of command for a majority of issues, however, if you still are not getting help, your CMO can assist you.

Although it should go without saying, maintain your fitness. Keep your security clearance and physical exam status up to date, as outdated ones will prevent orders being cut or even promotions from occurring.

Whenever you move let us know, since most of our correspondence with you is by mail. If you are in the IRR, check in once a year or so. Besides getting some good advice from us to get in a unit, you can request your microfiche and find out when your next board is.

The key point you should take away from this article is that you need to take care of yourself. Be proactive and knowledgeable about your other chosen profession. Be aware of the gates through which you must pass and make, not take, the time to do your part in reaching them.

We, the CMOs, are here to point you in the right direction, but our resources are limited. One of my earliest memories as a cadet is the phrase, "When in charge, take charge." For an officer in today's quickly changing Reserve, taking charge of your career is the best advice I can give.

NEWS NOTES

Honor guard gets new members

Three new people recently joined the AR-PERSCOM DA Select Honor Guard. Sgt. 1st Class Eva V. Jeter of CIM-P, Staff Sgt. Tangela Y. Moore of the Enlisted Personnel Management Directorate, and Sgt. 1st Class Russell Washington of the EPMD are the newest members on board.

Army transcripts now available online

Soldiers can now access their transcripts online. *Army Times* reports that the transcripts are currently accessible online to current and former enlisted members of the active Army, National Guard and Army Reserve with service entry dates of Oct. 1, 1981, or later. Online transcripts may become available to commissioned and warrant officers later.

With the new system, soldiers will be able to access their transcript via the World Wide Web even if they are on operational deployment, and will be able to routinely review their transcripts to make sure it is current. A transcript includes the soldier's rank, military status (active or inactive), time in service, formal military courses, military occupational specialties and special skills held, standardized test scores, and college credit recommendations of the American Council on Education.

The transcripts can be accessed online at <http://leav-www.army.mil/aarts>. Soldiers must provide their name, Social Security number and service entry date via a secure link on the Web site. Soldiers can also request a transcript through their local education center by calling toll-free (866) 297-4427 or by writing the AARTS Operation Center, 415 McPherson Avenue, Fort Leavenworth, KS 66027-1373.

Army ads open new campaign

Not a single gun or soldier appears in a new advertising campaign that the U.S. Army unveiled yesterday. Instead, teenagers speak plainly from the TV screen about surmounting hardships—such as a pregnancy or a brush with the law—to finish high school.

As with other new ads aired by the armed services, the goal is not just to entice new recruits but to change the public's view of the military.

The armed forces are battling the booming civilian economy for personnel. The Pentagon reached its manpower goals for the fiscal year that ends this month, but only by spending a record amount on advertising and recruitment, the equivalent of \$11,000 per recruit. Girding for an even tougher struggle, the services plan to fill the airwaves with "value-based" advertising that emphasizes the "intangibles" of military service.

Strictly speaking, the Army's stay-in-school campaign is not even a recruiting effort. The public service announcements, produced in conjunction with the Advertising Council, are aimed at 12- to 14-year-olds. But the Army plans to spend as much as \$6 million on the three-year effort, which conveys a different image than camouflaged commandos being all they can be.

Washington Post

Army officers not having fun anymore

A confidential study of Army officers' career hopes reveals deep frustration with their senior leaders and peacekeeping assignments.

More than two-thirds of officers in a survey sample agreed with the statement "I see no possibility for continued job satisfaction in the Army."

"Job satisfaction is down across the officer corps," says the Army report, which has not yet been presented to Gen. Eric Shinseki, the Army chief of staff. "Optempo [operational tempo, meaning the frequency of missions], micromanagement and not adhering to training doctrine are the major factors causing job dissatisfaction among the officer corps."

"Many officers look at their superiors and note that they are not having fun," adds the report, a copy of which was obtained by *The Washington Times*. "Then they ask themselves why they would want that job."

The report is the result of polling and conducting focus groups with more than 3,000 commissioned officers in combat and combat-support jobs. The report was written by a study group for the Army Training and Leader Development Panel, a special group set up last spring at Gen. Shinseki's behest at the Army's Command and General Staff College at Fort Leavenworth, Kan.

The Washington Times

Drawdown threatens U.S., Cheney warns

Richard B. Cheney says the Clinton administration's new plan to release crude oil from the Strategic Petroleum Reserve could threaten national security.

"Our problem with releasing the oil from the Strategic Petroleum Reserve is that [the reserve] really was created for a special purpose: a wartime emergency, the possible loss of major supplies of oil because of some international crisis of some kind," said Cheney, the Republican vice-presidential nominee, who was defense secretary during the Persian Gulf war.

"And if we start putting it out there a little bit at a time to try to manage prices, then we've got bigger problems," he added, appearing yesterday on ABC's "This Week."

The oil reserve was not created for "tweaking prices six weeks before the election," Cheney, a former executive at Halliburton, a Texas-based oil technology firm, said on "Fox News Sunday."

Energy Secretary Bill Richardson appeared on CBS' "Face the Nation" and left open the possibility the Clinton administration would tap the oil reserve again before the Nov. 7 election as a cushion against possible heating-oil shortages.

On Friday, President Clinton - at the urging of Vice President Al Gore, the Democratic presidential nominee - announced plans to release 30 million of the 571 million stockpiled barrels of oil in reserve. "After 30 days, after 30 million barrels, the president will make an assessment and see where we are," the energy secretary said. Asked if Mr. Clinton might allow more oil to flow from the reserve before the election, Mr. Richardson said, "It's up to him."

The Washington Times

SPORTS SHORTS

Army spouse brings home first gold

A United States Army spouse was the first athlete to strike gold Down Under in the 2000 Summer Olympic Games.

Nancy Johnson, wife of Staff Sgt. Kenneth Johnson, scored 9.9 points to break a first-place tie on her 10th and final shot in the women's 10m Air Rifle finale Saturday, defeating Korea's Cho-Hyun Kang, 497.7 to 497.5, in a climactic frenzy for the first gold medal of the XXVIIIth Olympiad at Cecil Park Shooting Centre.

"I did it! I did it!" Johnson exclaimed moments after realizing her historic feat. "I won the first gold medal at the Olympics!"

Make that the first gold medal of the Millennium Games, a shooting mark that never will be forgotten.

Army News Service

Army's 'Big O' set to box Down Under

Now that he's a resident of the Olympic Village, Staff Sgt. Olanda Anderson says the pressure has been lifted from his Olympic boxing mission.

"I sat down and talked with my coach and he said to just take one fight at a time," said Anderson, the first U.S. Army boxer to make the Olympic Team since 1988, when Andrew Maynard brought home the gold.

"I just want to come here and compete and do well. I'm not putting any extra pressure on myself."

Anderson, 27, of Sumter, S.C., is a five-time Armed Forces champion and the only married member of the 2000 U.S. Boxing Team. He will make his 178-pound Olympic debut Sept. 24.

Anderson has a shot at joining the elite Olympic company of eight former American medalists from the light-heavyweight ranks, including Cassius Clay, Leon Spinks and Evander Holyfield.

He is five victories away from striking gold Down Under.

Army News Service

Army hot rod 'Sarge' wins U.S. National

The Army returned to the National Hot Rod Association race circuit Labor Day weekend and immediately picked up where it left off 20 years ago by capturing the prestigious U.S. National title with a sleek black and gold dragster named, "The Sarge."

With driver Tony Schumacher behind the wheel, "The Sarge" easily outdistanced the competition, capturing the lowest elapsed time for the weekend while also propelling the Army team to the top of the Winston Cup points standings and toward a possible fifth championship.

"The Sarge" made its race debut on Sept. 1, after Sgt. Maj. of the Army Jack Tilley and Schumacher, assisted by recruiters from the U.S. Army Recruiting Battalion, Indianapolis, unveiled the 25-foot, 6,000-horsepower dragster during a noontime press conference at the Indianapolis Raceway Park.

The Army's top enlisted soldier also made the 1999 points champion an honorary sergeant pinning the stripes on Schumacher's collar with an assist from Command Sgt. Maj. Roger Leturno, U.S. Army Recruiting Command.

Army News Service

Army Sweeps 1st Place at 2000 Armed Forces Women's Soccer Championship

The Army Women's Soccer Team was a fierce fighting force as they marched into the 2000 Armed Forces Women's Soccer Championship held at Fort Eustis, VA September 9-16, 2000.

The All Army Team started the tournament with a 1-0 win over the All Navy Team. They then proceeded through the tournament without losing a game, until their final game in which the Air Force tied them 1-1.

Overall team standings were: 1st Place, Army (Gold), 11 Wins; 2nd Place, Navy (Silver), 8 Wins; 3rd Place, Air Force, 5 Wins; 4th Place, Marine Corps, 0 Wins.

Eighteen players representing all four DoD branches of service were selected to the All Star Team.

United States Armed Forces Sports Office

Army shooter misses mark for Olympics

Sgt. 1st Class Daryl Szarenski's Olympic moment came and went in a flash Tuesday as the Fort Benning-based U.S. Army Marksmanship Unit soldier finished 25th in the men's 50-meter pistol event at Sydney International Shooting Centre.

"I'm just enjoying the experience," Szarenski said as he watched his competitors, many of whom took another 30 minutes to complete their qualifying rounds. "I wish I could've shot another 50 rounds. You only get to do this once every four years."

Szarenski, 32, of Saginaw, Mich., posted qualifying series scores of 93, 94, 88, 93, 89 and 93 points for a 550 total. Bulgaria's Tanu Kiriakov tallied 570 in qualifying and 96 in the 10-shot finals to win the Gold Medal with 666 points. Igor Basinsky (663.3) of Belarus won the Silver and Czech Republic's Martin Tenk (662.5) took the Bronze.

Szarenski, meanwhile, was savoring his day in the sun Down Under. "You train like a dog for four years," said Szarenski, USA Shooting's 1997 and '98 Male Pistol Shooter of the Year. "But even though I didn't make the finals, it's still rewarding."

Four sub-par shots probably cost Szarenski a shot at the finals, which he missed by about 10 points.

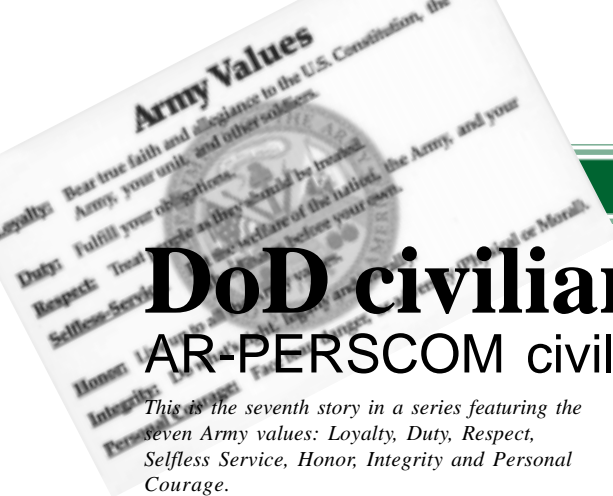
U.S. Army Community & Family Support Center

Young artists paint U.S. Olympians

In a unique event at the Sydney 2000 Olympic Games, the winners of the Visa Olympics of the Imagination youth art competition painted the portraits of 11 Olympic Athletes at the Doltone Centre. Among those athletes painted were three USA Track & Field Olympians: Rafer Johnson (1960 Olympic decathlon champion and 1956 silver medalist), Kip Janvrin (2000 Olympian decathlete) and Andy Bloom (2000 Olympian shot put thrower).

The 33 young winners, guests of Visa, came from 23 countries and were to create an original piece of art that represented what the Olympic motto of "Citius, Altius, Fortius" (Faster, Higher, Stronger) meant to them.

U.S. Army Track and Field



ARMY VALUES

DoD civilian lives Army values

AR-PERSCOM civilian represents respect in command

This is the seventh story in a series featuring the seven Army values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.

**Staff Sgt. Lisa Nave,
Full Time Support
Management Directorate**

Sunny Heller serves in the AR-PERSCOM Equal Employment Opportunity and Diversity Management Office as the sign language interpreter for the deaf employees in the command. Heller provides sign language interpreter services for command-sponsored events and employee training sessions, meetings, counseling sessions, interviews, and during the AR-PERSCOM Network News broadcasts. She also serves as an Equal Employment Opportunity counselor processing discrimination complaints. In addition, she has taught sign language classes.

Look at your Army values card. The Army defines respect as this: "Treat people as they should be treated." Heller does just that in her everyday life. In fact, it's been a way of life, her entire life.

She grew up the oldest daughter of parents who are deaf. "When you grow up in a certain environment, you assume the whole world is just like your world," Heller said.

When she attended preschool she learned to speak verbally. Up until that



Photo by Sgt. Melanie Patterson, AR-PERSCOM
Sunny Heller signs for AR-PERSCOM deaf employees during a command event.

time, sign language was her only form of communication.

Heller is considered bilingual, as American sign language is a recognized language form and attends support group functions with other Children of Deaf Adults (CODA). Heller has professionally been a sign language interpreter since 1992,

but her first experiences began before the modern conveniences that are now a part of everyday life for the deaf community.

Heller reflected on her experiences growing up as a child of deaf adults. "Before closed captioning was ever in existence, I was interpreting soap operas for my mother. And before RELAY (a service that allows people who are deaf and people who hear to communicate telephonically), I made phone calls for my mother."

The deaf community of the command is grateful that the Equal Employment Office provides "a voice."

"I don't look at it as a job. I provide a service, assisting the deaf," said Heller. "It makes them feel involved and gives them the ability to participate and contribute."

Heller is scheduled to leave AR-PERSCOM for another job this month. This story is a tribute to the many contributions she has made during her tenure. She has served as one of the program managers for the Adopt-a-School Program. "The military presence is effective to the kids. Soldiers provide such a positive role model," Heller said. In 1999, the program was approved for 20 participants, and only 10 volunteers came forward. This year, the program increased its participation to 24.

Heller is the epitome of respect, and she has proved it by her service to AR-PERSCOM and to the community.

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